

# CONCORDIA'S THURSDAY REPORT

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*Co-operative agreement includes library, audit, purchasing, education, religion*

## Concordia and McGill move closer

BY BARBARA BLACK

Concordia and McGill Universities will explore ways to share some administrative and academic services.

A formal notice of agreement was issued last Friday by Rector Frederick Lowy and McGill Principal Bernard Shapiro to pursue the integration of their offerings to students in religious studies and certified teacher training, libraries, internal auditing, financial accounting systems and purchasing.

While inter-university research, joint programs and close co-operation are not new to Montreal's four universities, the announcement marks a milestone in the relationship between Concordia and McGill, covering ini-

tiatives in administrative support services, academic administration, libraries and academic programs.

"Extensive talks have gone on in those areas for some time, and now there is formal approval of this process by the executive committees of the two Boards of Governors," Lowy said in an interview. While reductions in staff are not foreseen right away, he added, they could occur by attrition as the co-operative program proceeds, and weak or duplicate programs at both universities are cut.

The executives of each university's Board of Governors met over the past year under the leadership of their Chairs, Reginald Groome and

*See Closer, p. 11*

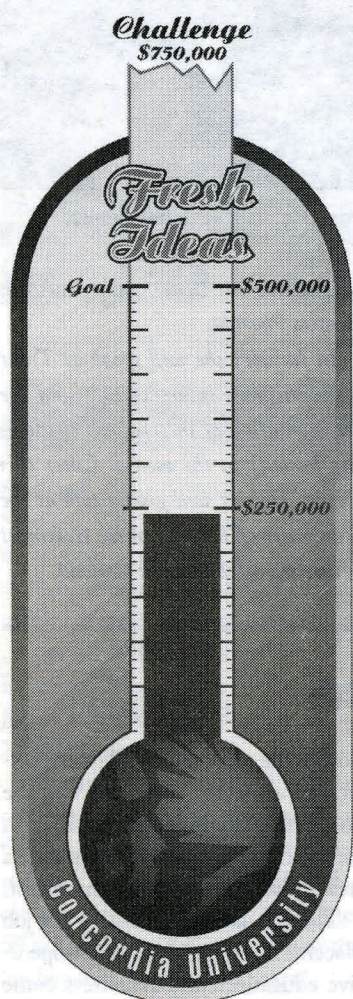
## Fresh Ideas and a keen team launch campaign



The University Community Division of Concordia's Capital Campaign got off to a rousing start last week with a rally in the style of a hockey draft. This team of representatives, led by Rector Frederick Lowy, will apply their energy and persuasive power to raising \$500,000 from the university community over the next six weeks.



THE CAMPAIGN FOR A NEW MILLENNIUM  
Faculty & Staff Appeal



**Internal Capital Campaign:**  
\$242,000 has been raised  
from faculty and staff so far.

**Next Issue: February 13**

*Study of poor children reflects richness of the human struggle*

## Studies extend to a second generation

BY BARBARA BLACK

For 20 years now, Concordia researchers have been involved in studying hundreds of poor children in Montreal as they grew up so that they might learn how to predict and prevent social and psychological problems.

The ambitious and complex project, called the Concordia Longitudinal Study of Children at Psycho-Social Risk, has involved five major investigators, four consultants and about 30 graduate students, and produced more than 50 academic papers and honours theses.

The children in the original study are now in their late 20s and early 30s, and their families are beginning to take shape, providing an ever richer source of data and insight. The researchers are working toward an index to identify the children at highest risk in a generally poverty-stricken environment so that preventive measures and support services can be applied as early as possible.

The first researchers, with the active co-operation of the Montreal Catholic School Commission, chose 1,770 francophone children in Grades 1, 4 and 7 from 4,000 students in inner-city schools. About

half of these children had been identified by their peers as aggressive and/or withdrawn; the other half of the sample provided a basis for comparison.

There are some unique aspects to the study. The subjects were regular school children, rather than children under care. Because it includes equal

numbers of girls and boys, it is virtually the only study of aggressive girls. (Most studies in the field use children already under care; girls are relatively rarely referred to clinicians for aggressive behaviour, since they exhibit less violence than boys.)

The Concordia study has already yielded valuable information by trac-

ing what happened to these children as they grew up. At present, the researchers are studying the offspring of the women, and the offspring of most of the men.

Among those mothers who had exhibited aggressive behaviour at an early age, births spaced under two years apart were more common. The children developed more slowly, and had more injuries and illness, while the parents tended to provide an impoverished home environment. Also, the mothers showed more evidence of stress. Fully 40 per cent of the high-risk families had required referrals for service at mental health facilities.

Alex Schwartzman, the principal investigator for about 15 years, was involved from the beginning (with Jane Leddingham, who is now at the University of Ottawa). Among the other leading researchers are Lisa Serbin, who is now studying the offspring, Dale Stack, an expert in infancy, and Sheila Hodgins, of the Université de Montréal, whose interest is criminality. All are members of the Centre for Research in Human Development (CRHD), housed in Concordia's Psychology Department. The project has touched many other universities, and created a rich

*See Studies, p. 7*



Researchers on the Concordia Longitudinal Study of Children at Psycho-Social Risk, at their quarters in the former Loyola High School: Seated, Professors Lisa Serbin and Alex E. Schwartzman. Standing, Claude Senneville, Mark Ellenbogen, Caroline van Rossum, Joël Benghiat, Manon St-Germain and Marie-Claude Ouimet.



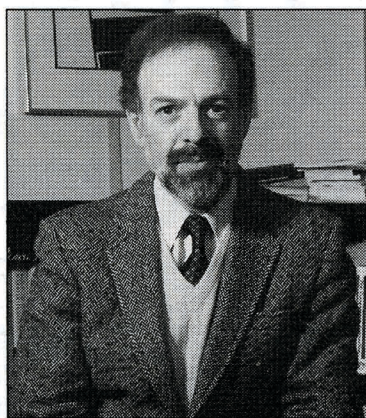
# The survivors of downsizing need help, too

BY SUSAN HIRSHORN

In the race to lower overhead and increase profit, companies that ignore the survivors of downsizing are making a costly mistake, according to consultant and Management Professor Steven Appelbaum.

"Senior management can provide the best termination package in the world for laid-off employees, but if the needs and concerns of those remaining aren't anticipated, that brave new organizational structure will have a shaky foundation," he said in an interview.

Appelbaum has spent 10 years researching the restructuring of Canadian organizations, and developing a comprehensive model for downsizing, termination and survivor support. "The idea is to prevent survivor's syndrome, which is a mixed bag of negative feelings and behaviour that ultimately sabotage the organization."



Steven Appelbaum

Employees with survivor's syndrome typically think the downsizing was handled unfairly. They worry about the increased workload and when the proverbial axe will fall on them. This anxiety is translated into reduced effort and creativity, and a play-it-safe attitude that often runs contrary to the organization's goals, Appelbaum said. "It's tough convincing employees to be creative

and take calculated risks when they are wondering whether their names will still be on the door on Monday morning!"

The job of motivating employees with survivor's syndrome is a manager's worst nightmare. "Feelings of injustice over the downsizing get generalized into a distrust of all managers, regardless of individual ability. An organization cannot maintain its strategic direction when management credibility is lost."

Preventing survivor's syndrome must begin as soon as the downsizing plan is on the table, Appelbaum said. His model includes the following principles:

- Spell out the reasons why the downsizing is occurring, as well as the criteria to decide who stays and who doesn't. "Don't use that old saw, 'It's the economy,' assuming that people will understand," he warned. "Laid-off employees never understand, and after they've spoken with their colleague/survivors,

they won't understand either."

- Let staff know what their laid-off colleagues will receive in severance and outplacement services. "It's important for them to know their buddies aren't being left in the lurch."
- Communicate, without delay, the organization's future goals, along with what initiatives are in place to help employees carry out their responsibilities with reduced staff.
- Provide opportunities for survivors to ask questions, offer suggestions and vent their concerns. (This might be done through company publications as well as meetings and workshops.)
- Don't let outsiders take the flak. "Employees tend to regard transitional management teams hired during the downsizing as hatchet-men," Appelbaum said. "Senior management who want to retain credibility should maintain visibility. Walk around and talk to employees directly. Don't hide

away in an office."

Appelbaum developed these principles through interviews with survivor-employees and human resource professionals at the Ottawa Public Service Commission, Air Canada, Dofasco, Domtar, Ford Canada and Pratt & Whitney. "Then I revised them, based on what these people said should be happening, but in some cases, wasn't."

One common omission was failing to include key staff in the decision-making. Another was communicating with staff only sporadically. "It's vital to communicate with survivors throughout the downsizing process. Continuity is everything."

Last night, Appelbaum moderated a student-organized panel on downsizing at the School of Community and Public Affairs. The panelists included Jeff Campbell of Bell Canada, Pierre Paquette of the Confédération des syndicats nationaux (CSN), and Michel Papineau of the federal Treasury Board.

A PhD student uses a pivotal fact of her own early life for her thesis — and a cause

## Thinking creatively about intersexual activism

BY PHIL MOSCOVITCH

While the sex of most newborns is immediately obvious, for one of every 2,000 babies there is no clear answer to the question, "Is it a boy or a girl?"

Morgan Holmes, a doctoral student in Humanities, was one of these hermaphrodite, or intersexual, children until the age of seven, when she underwent cosmetic surgery to make her more clearly female. Now she is out to do no less than "create a new way of thinking about sexual categories."

Holmes's thesis, which involves work in the fields of medical anthropology, political science and philosophy, looks at how the representation and treatment of intersexuals has changed over the course of this century. She also looks at a brand-new wave of intersexual activism.

Holmes said that until the 1940s, children with non-standard genitals or with genitals that didn't seem to

match their chromosomal make-up, were not operated on. In fact, a particularly large clitoris (now considered a troubling sign of hermaphroditism) was considered a symbol of hyper-femininity by writers such as Anaïs Nin.

During the 1960s, surgery to "correct" intersexuals became more common. Holmes estimates that between 350 and 1,000 such operations take place in Canada every year, almost all of them performed on infants.

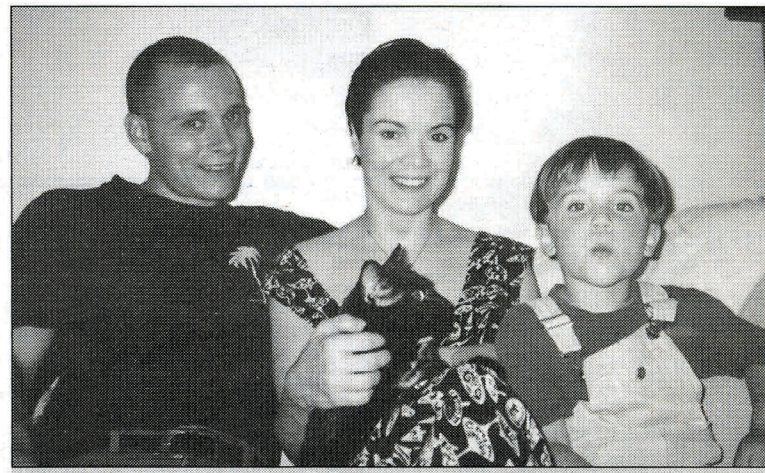
While the American Academy of Pediatrics justifies the surgery on the grounds that "a person's sexual body image is largely a function of socialization," Holmes counters that she finds it "odd that instead of trying to educate the parents, we try to change the children, using radical cosmetic surgery that has permanent effects."

Holmes argues that there is little difference between clitoral recessions (surgery which removes flesh from the clitoris to make it smaller) and

the practice of female circumcision. "There is no difference between female circumcision and a clitoral recession, except that the knife is clean and the sutures are not from the thread in the closet."

Along with other intersexual activists, she calls for a new view of sexuality, in which emphasis is placed on what is possible, rather than what is normal. "The primary goal of my work is to get people to rethink the whole category of intersexuality. So instead of thinking of it a priori as disease, [they will] think of it as a possible cultural identity, valid in and of itself."

Four years ago, Holmes was an MA student at York University, about to submit a thesis proposal on a subject that already bored her. Then she read an article on hermaphroditism in the magazine *The Sciences*, which argued that sexuality should be seen as a continuum rather than a duality. Suddenly, Holmes realized that she was not the only



Intersex Society of Canada founder Morgan Holmes, with her family.

intersexual alive. "It was like an epiphany," she said. She immediately got to work on a new thesis on intersexuality.

As founder of the Intersex Society of Canada and self-professed "poster child" for the burgeoning intersexual awareness movement, Holmes has been the focus of considerable media attention, including articles in *Out*

magazine, the *Utne Reader* and the *Boston Phoenix*.

In January she will speak at Trent University on intersexuality and the representation of intersexuals (including herself) in the media. Later this spring, Holmes will give a talk at the University of Toronto on the treatment of intersexual children in Canada.

## Co-op will cover Engineering and Computer Science

BY BARBARA BLACK

The Institute of Co-operative Education will reach students throughout of the Faculty of Engineering and Computer Science, starting in September 1997.

While there have been co-op programs in Building Engineering and Computer Science for several years, students in Civil, Mechanical, Industrial, Electrical and Computer Engineering will now have the opportunity to alternate terms of

study with terms of work in their discipline.

The co-op concept is eagerly embraced by many employers because it delivers highly motivated workers with strong skills. It's even more popular with the students. The impetus to expand in engineering comes from the Faculty's external advisory board, which was inaugurated in November 1995 to bring in fresh new ideas and industrial support.

"We have an almost perfect record of placing our students in the

required work terms for their educational program," said Institute Principal Graham Martin. "This provides them with real-world experience, and often leads to permanent employment after graduation."

"Ours is a selective program — applicants are identified based on their academic performance, then interviewed for communication skills, motivation, adaptability and flexibility." The additional cost to students for the co-op format is \$150 per academic and work term. However, they

receive an income during the 16 months that they are employed.

Concordia's first co-op program started in the Department of Chemistry and Biochemistry in 1980. Economics and Mathematics were soon added, then Physics, Building Engineering, and Computer Science. About five years ago, the Institute expanded into the Faculty of Commerce and Administration.

Poised between students and employers, the Institute staff are uniquely placed to judge the ebb and

flow of the economy. While the recession of the early 1980s cut into the Institute's clientele, particularly in southern Ontario, Martin has seen a steady resurgence of employer interest.

There is keen competition for job placements in the field of co-operative education, and recruiters come to Montreal from as far away as British Columbia to place their students. But it works both ways. Martin and his team at the Institute place students in jobs in Toronto, Ottawa, and even abroad.



GDP growing by about 20 per cent a year, resulting in a traffic crisis

# Concordians help Chinese handle traffic gridlock

BY BARBARA BLACK

Visitors to China always remark on the extraordinarily heavy bicycle traffic. Now the Chinese themselves feel that something must be done to improve circulation in some of their rapidly developing cities.

Over the Christmas break, Urban Studies Professors John Zacharias and Haiqing Xu travelled to Tianjin and Suzhou to establish a collaborative study with planners there.

The Concordians will use their research methods and experience to develop a model that will help planners achieve a better mix of pedestrians, bicycles and cars. The Chinese city planners and university planning departments will collect data and examine the effects of changes in traffic patterns on land use, property values and neighbourhoods.

Zacharias said that because anonymous, international-style office towers are sprouting everywhere, there is virtually unanimous agreement on the need for new models that fit China.

"Part of the problem is the culture of planning and decision-making, which has not entirely adapted to an open land market and Western development styles," he explained. "Traditional planning methods include a very careful assessment of the necessary infrastructure and its cost, but they don't include a clear model for dealing with private partners, especially under boom growth conditions."

And China is certainly booming, Zacharias said. "Concentrations of 20 to 30 major projects involving 20-storey towers on multi-storey, multi-



use bases can emerge in just five years." Chinese planning officials are somewhat taken aback by the size of some of these developments and the demands of foreign investors. Traditionally centralist, they are trying to keep the lid on demands such as sprawling shopping centres at major intersections.

While the national infrastructure grows — new airports, expressways and ports are daily news in China — the planning problems of cities are mostly left to the cities themselves. "This is why the civic leaders and their planners are so interested in efficient and environmentally friendly solutions," Zacharias said.

The gross domestic product of some Chinese cities is growing by about 20 per cent a year, resulting in a traffic crisis. Bicycles remain the mode of choice for most city-dwellers, but the number of private cars is increasing by more than 6 per cent annually.

Tianjin, 140 km east of Beijing, is China's third-largest city, with a population of 4.2 million. It is a round city with a hub-and-spoke

layout, with some large villas and other buildings left over from nineteenth-century concessions to the French, British and Italians.

"The scale of some of this recent development makes planning very difficult," Zacharias said. "In Tanggu, a short distance from Tianjin, the master plan enacted only months ago is already out of date."

Dow Chemical plans to invest \$5 billion in a 10-square-kilometre petrochemical complex on a salt marsh, which has left local planners scrambling to deal with deep structural changes to their urban plan. "This project will bring thousands of new jobs to the area, but will also require new port facilities and new roads to carry yet more industrial traffic. The planners of Tianjin admit that only a subway can cope with the problem, but that's an unlikely prospect for now."

Suzhou is in the Yangtze delta, west of Shanghai. Its basic structure goes back 2,500 years, and it is under the protection of the central government. Its canal system, gardens and maze of alleys and corridors make it a wonderful place to explore, and its central core will become a United Nations world heritage site. But the city is expected to grow by 50 per cent in the next 13 years to accommodate nearly two million people.

"Already, walking in many streets involves picking one's way around parked bicycles and dodging moving ones, all the while keeping an eye out for careening taxis," Zacharias said. "It is little wonder that riding a bicycle remains the preferred option. Western ideas won't necessarily work."

In this project, Zacharias and his colleague will use some of their research from the past five years on the spatial behaviour of people in cities, and apply a behavioural approach to the transportation and planning problem.



Bicycles are still used by most city-dwellers in China, but cities are growing rapidly. This is one of the ring-roads built fairly recently around Tianjin — it is already congested.

## IN BRIEF...

### Changes in personnel

The Office of Research Services is pleased to announce that John Fryer has been appointed Acting Manager, Grants, for the duration of the maternity

leave of Rebecca Mitchell. John Fryer has extensive experience with the work of the ORS, gained in his capacity as Manager, Statistics and Computer Systems. Rebecca Mitchell is expected to return to her position in November 1997.

The ORS regrets to announce that Brigitte Lebreton is no longer associated with the Industrial Liaison unit. Dr. Lebreton had held the position of Manager, Industrial Liaison, since May 1996.

## AT A GLANCE

COMPILED BY BARBARA BLACK

*This column welcomes the submissions of all Concordia faculty and staff to promote and encourage individual and group activities in teaching and research, and to encourage work-related achievements.*

Congratulations to two good friends of Concordia, **John Economides** and **David Lank**, who were both named to the Order of Canada for their years of volunteer work. Economides is a Concordia Governor Emeritus, and Lank has been active in the Friends of Concordia Libraries.

**Lorna Roth** (Communication Studies) will be listed in the 1997 edition of *Who's Who of Canadian Women*. She participated in a panel discussion at Carleton University on Canada's role in debates on the information highway. The panel will be on a TVO series called *Canada in the Global Village*.

**Lewis J. Poteet** (English) read a paper, "Which Slang Gets the Very Last Word? Non-Standard Situations and Non-Standard Language in Aircraft Voice-Recorder Transcripts," at the Atlantic Provinces Linguistic Association's twentieth annual conference at the University of New Brunswick, in Fredericton. It was an assessment of the use and function of technical language and slang in "black box" crash tapes. *Phone Talk*, Poteet's dictionary of aviation slang, written with Martin Stone, will be published by Robert Davies next spring.

**Hugh McQueen** (Mechanical Engineering) presented the keynote lecture, "Hot, Warm and Cold Working of Aluminum Alloys," at Recrystallization '96, held in Monterey, California, in October, and took part in a 20-member workshop held by the U.S. Department of Energy to define research objectives for funding for the next decade. In July, he and co-author W. Blum (University of Erlangen-Nürnberg) presented a lecture on "Dynamics of Deformation" at the Fifth International Conference on Aluminum Alloys, in Grenoble.

**Karl Raudsepp** (Music) has been commissioned to write five articles for the *New Grove Dictionary of Music and Musicians* (Guilbault-Thérien, Létourneau, Warren, Wilhelm and Wolff), and two articles for a Ministère des affaires culturelles publication, *Chemin de la mémoire*, on the historic pipe-organs of Les Cèdres and Lacolle, Quebec.

**Françoise Ligier** (Études françaises) evaluated the French high-school curriculum for the Ministère de l'éducation du Québec this fall. She also presided over the annual meeting of the Commission Amérique du nord, which brought together delegates from associations of French teachers in Canada and the United States. The commission decided to work with colleagues in Cuba, and to organize a conference in Montreal on the theme of teaching a third language in North America.

Concordia's **Stingers women's hockey team** was given an honourable mention in the "Successful Team" category of the annual Atlanta Awards established by *Athletics Management* magazine, a U.S.-based publication in high school and college sports.

**Bir Sahni** (Economics), Director of the Centre for International Academic Co-operation, was elected to the Board of the Canadian Bureau of International Education (CBIE) at its 33rd annual meeting, held in Montreal recently. The CBIE was given the task of dispersing \$1.5 million in international fellowships to Canadian students. Sahni also represented Concordia at a recent conference sponsored by the Association of Universities and Colleges of Canada.

Congratulations to the following appointees in Libraries: **Sonia Poulin** (Systems Librarian), **Mia Massicotte** (Assistant Director, Collection Services), and **Diane Sauvé** (Reference and Subject Librarian).

**Diana Pedersen** (History) recently published her bibliography, *Changing Women, Changing History: A Bibliography of the History of Women in Canada*, with Carleton University Press. Its launch was celebrated at the fortieth anniversary reunion and conference of the graduate program in history at Carleton University.

In October, Theatre Professor **Stephen Snow** presented his one-man show, *Seething Brains*, at the National Association for Drama Therapy conference in Santa Monica. A registered drama therapist, he also served as discussant for a presentation on "The Moral Dimensions of Free Play."



# LETTERS

Concordia's Thursday Report is interested in your letters, opinions and comments. Letters to the Editor must be signed, include a phone number, and be delivered to the CTR office (BC-117/1463 Bishop St.) in person, by fax (514-848-2814), by e-mail (barblak@alcor.concordia.ca) or mail by 9 a.m. on the Friday prior to publication. If at all possible, please submit the text on computer diskette. Limit your letter to 500 words. The Editor reserves the right to edit for space considerations, although the utmost care will be taken to preserve the core of the writer's argument. Letters disparaging the behaviour or decisions taken by an individual which are not of a public nature, letters quoting exchanges between two or more parties in private conversation or personal correspondence, and letters venting an opinion about the integrity of colleagues will not be published.

## Death of a friend

It is with deep regret and sadness that I inform you of the death of Dr. Herman Christian Wekker, of Groningen University in the Netherlands.

Herman Wekker was a close friend of Concordia University. It was his visits (and subsequent visits by his colleagues) and his gentle persistence that led to the signing of the bilateral agreement for academic co-operation between our universities. Over the years, I became well acquainted with Herman and considered him a good friend.

He was a professor of linguistics in the English Department at Groningen University. As a member of the Centre for Canadian Studies, he first visited Concordia in May 1989; he returned the following spring as a guest professor at Concordia's TESL Centre (Teaching of English as a

Second Language).

Since the signing of the agreement, Concordia and Groningen have exchanged an impressive number of students. There have also been several faculty exchanges: between Graeme Decarie and Frits van Holthoorn (History) and between William Gilsdorf and Jose van Dijk (Communication Studies). Concordia has also hosted many academic and non-academic visitors from Groningen. In 1992, I had the privilege of visiting Groningen, but, due to my short stay, was unable to meet with Herman.

Herman died of cancer on January 20, 1997. He is survived by his wife, Ineke, and their three daughters.

Frederick Francis  
Deputy Director,  
Centre for International Academic  
Co-operation

## Renovated labs for computer students

Hundreds of undergraduate students returned from the holiday break to find much more pleasant surroundings in which to work.

Laboratory space on the ninth floor of the Henry F. Hall Building has been expanded and upgraded for students in the Electrical and Computer Engineering (ECE) Department and the Computer Science Department.

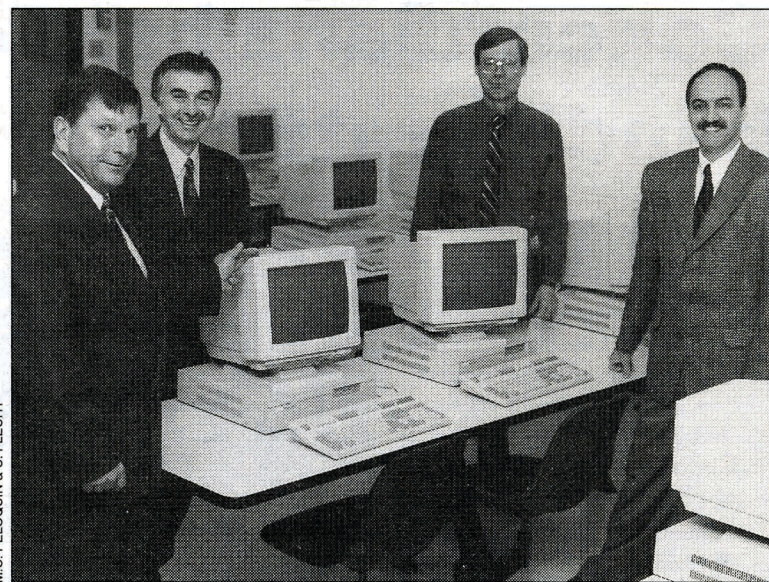
Professor Charles Giguère, Chair of ECE, said the work was "very badly needed," and had been mentioned by visiting accreditation boards on several occasions. The work started in the summer, and was finished at the end of November.

The improvement in ambiance is almost as striking as the increase in space, Giguère said. "The area is much more attractive, with great use of colour and much more light, thanks to high-efficiency light bulbs."

Here's a run-down of other construction work being done or planned at the University:

At the Loyola Campus, the **Bryan Building elevator** will be under repair until the end of February, and the **PY Building** (the former Loyola High School, now housing much of the Psychology Department) will get a new copper roof in the spring.

The **Campus Centre basement** will undergo renovations in the late spring to accommodate the Concordia Student Union, *The Concordian*, the student radio station and various other



M.C. PÉLOUIN & C. FLEURY

Delighted with the newly renovated computer labs: Charles Giguère (Chair of Electrical and Computer Engineering), Donat Taddeo (Dean of Engineering and Computer Science), John Fisher (Facilities Plan Project Co-ordinator) and Ronald Proulx (Facilities Plan Director). Vice-Rector Services Charles Bertrand, absent for the photograph, was also active in the project.

associations. The work should be completed by early summer.

Funding for a bus shelter at Loyola has been approved, and depending on the outcome of negotiations with the City of Montreal, a shelter could be in place by late spring.

Downtown, the third floor of the Webster Library will see the consolidation of the two service desks. Work is scheduled to start in February, and the first phase should be completed in late March.

## CORRECTION

In a report in the last issue of CTR about the progress of labour negotiations, the ACUMAE was wrongly identified. It is the Association of Concordia University Management and Administrative Employees. We apologize to the members for the error.

## Dean of Arts and Science candidates present their platforms at meeting

BY BARBARA BLACK

The three shortlisted candidates for Dean of Arts and Science presented their ideas for a leaner, keener Faculty last Friday morning.

Arts and Science is by far the largest of the four Faculties, with 31 academic units across a panoply of disciplines, and as many students as the other three Faculties combined.

The incumbent, Gail Valaskakis, was determined and optimistic about streamlining the large Faculty. With the information and insight provided by recent appraisals of all 31 units, she said, "We are in a better position to do that than we have ever been."

The restructuring will address not only the budget-tightening imperatives, but the imbalances created by the recent early-retirement offer, which was accepted by about 80 professors in the Faculty, and decimated some departments.

Valaskakis said she is committed to the arts and sciences being in one Faculty, to the traditional disciplines, and to "our unique interdisciplinary and applied programs" — but that did not rule out looking at the "complementarity" of programs between Concordia and other universities. Decisions about what to cut, retain

and enhance should be driven by the value to students of particular programs, rather than departmental considerations.

Valaskakis emphasized the effort she and her team had made to consult and inform everyone in the Faculty about the changes so far, and her hopes for a positive outcome. "Hard decisions will have to be made," she said, but "we can be stronger even if we need to be smaller."

### Bedrock of the University

History Professor Martin Singer presented a 10-point plan for improvement. It included "reasserting Arts and Science as the bedrock of the University"; a long-term plan to guide decision-making; better use of the two campuses in the light of what he saw as the decline of the Loyola Campus; restoration of staff morale; co-operation with other universities and the external community; and a "redesigned administrative structure."

Singer said the Dean should assume direct administration of faculty personnel, long-term planning, the budget and external relations, while also cutting down the size of the Dean's Office. "We have to re-invent the way we do things," he said. He stressed his preference for consensus

and bottom-up decision-making, his 14 years of experience in academic administration, and his appetite for hard work and long hours.

Mathematics Professor William Byers started his presentation with "serious reservations about the direction we're heading." The present Dean, he said bluntly, "is leading us toward the downsizing of the Faculty in relation with the other Faculties," and "her management style is not forceful enough" vis-a-vis the senior administration and the other Deans, including on the floor of Senate.

Byers presented three main points. He called for the replacement of some of the faculty lost to early retirement, even if it means using resources earmarked for limited-term appointments; a strengthening of Concordia's commitment to the traditional clientele: undergraduate students who may have relatively weak academic records; and a stronger defence of the Faculty. His approach was not selfish or partisan, he said, "because Arts and Science provides the bulk of the revenue for the whole University."

Written, signed comments on these presentations were invited by the advisory search committee. The Dean of Arts and Science is a five-year appointment. The current term ends May 30.

## Petition to reduce faculty salary gap

Professor William Lynch (Electrical and Computer Engineering) has put a petition on Concordia's Web site that urges the Concordia University Faculty Association (CUFA) to address the needs of members at the lower end of the bargaining unit's salary scale.

Called "A petition concerning the working conditions of less-senior tenured and tenure-track faculty members," the text reads, in part:

"Considering that there are no salary scales in the CUFA collective agreement; that salaries range from lower than \$40,000 to more than \$100,000; that salaries have minimally gone up in the past few years; that there is a possibility that some of us will stay at low salaries indefinitely if nothing is done; that other working conditions are being questioned, such as teaching loads and sabbaticals, we ask that CUFA make the interests of its less-senior faculty members a priority in the current negotiations."

On February 10, CUFA council will debate salary issues. A meeting will be held Friday, January 31, in Room H-760-1, from 3:30 to 4:30 p.m., to sign the petition, and Lynch invites all members. Full text can be found at <http://www.ece.concordia.ca/~blynch/cufapet.html>.

## THURSDAY REPORT

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UNIVERSITY



# Internal phase off to a rousing start

The mood was festive, the music was loud and the message was clear last week as Concordia kicked off the internal phase of the Capital Campaign. *Fresh Ideas/Nouveaux horizons: The Campaign for a New Millennium* will be a high-energy campaign, drawing on the entire Concordia community.

Campaign Chair Ronald Corey borrowed the fanfare of the Montreal Canadiens organization and the Molson Centre, of which he is President, to launch the drive in the atrium of the J.W. McConnell Building. The booming voice of Molson Centre announcer Michel Lacroix resonated through the building as both the women's and men's Stingers hockey teams trotted out to lead the rallying cry.

Hockey-style, Corey invited Richard Renaud, who has taken on the post of University Community Chair, to "draft" players to the Capital Campaign team, and Renaud presented team jerseys to Rector Frederick Lowy (who also serves as Campaign Chair), Marcel Danis



M.C. PELOUIN & C. FLEURY

(Vice-Chair, Senior Administration), Ann Kerby and Frances Shaver (Vice-Chairs of the Staff and Faculty components respectively), former

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M.C. PELOUIN & C. FLEURY

Above: Campaign Chair Ron Corey helped Rector Frederick Lowy into his Fresh Ideas jersey. Above, left: Vice-Associate Chair Professor Fran Shaver whipped up some team spirit at the rally held in the atrium on January 22.

A gathering crowd participates in the festivities.



SPYROS BOURBOULIS

Dean of Students Brian Counihan (Vice-Chair, Retirees) and David Janssen (Vice-Chair, Students).

Fifteen Associate Chairs representing the Faculties, Libraries, services and general administration were recognized and presented with jerseys, joining a growing number of dedicated people that include Capital Campaign Director Carole Kleingrib and Chris Hyde, Director of University Advancement.

The goal of the campaign is to raise \$55 million over five years, of which \$500,000 has been targeted to come from faculty and staff. A thermometer unveiled at the rally showed that \$220,000 has already been raised. Festivities wound up with a huge cake emblazoned with the Capital Campaign's logo, and soft drinks or lemonade for everyone.

— DGV

A project that affects the entire University

## Capital Campaign will improve library collections

BY KELLY WILTON

With the successful outcome of the Capital Campaign, the library shelves at Concordia will be stacked with new books, updated periodicals and plenty of CD-ROMs with journals online. The \$2 million raised by the campaign for this initiative will be put into an endowment fund for the libraries and the interest will be used to purchase much-needed resource material.

"We offer one of the finest library services in the country," said Director of Libraries Roy Bonin, "and that's thanks to the last Capital Campaign. Now we have the chance to build up our resources to better serve our users."

The need to upgrade the collections is particularly pressing. *Maclean's* magazine recently ranked Concordia second to last among Canadian universities in the area of library acquisitions. The endowment fund will help rid the university of this ranking.

Bob Wrightson, Assistant Director of Libraries (Planning and Priorities) said there are a few reasons why Concordia ranked poorly in the survey.

"One of the problems has been that the inflation on periodicals is much higher than the regular standard-of-living increases," Wrightson said. "For certain periodicals, we are seeing a 10-per-cent increase from last year. It is very hard to keep pur-

chasing these materials with those kinds of increases when our material budget is stagnant. In fact, with all the cutbacks, we are always fighting to keep our material budget intact. And we simply don't have as big a budget as other universities."

Although the university is in need of more resources, students and faculty should be proud of the libraries. "More than 250,000 students use the libraries per month during the fall and winter months," Bonin said. "That's a great improvement over past years. And we have some exceptional collections here, such as the Azrieli Collection of materials on the Holocaust."

The Azrieli Collection, one of the top three collections of its kind in

Canada, is financed through an endowment fund made possible by donations from Montreal's Jewish community. About \$20,000 of interest accumulated from the endowment is spent each year to purchase material to improve the collection.

The endowment fund generated by the Campaign for a New Millennium is expected to generate approximately \$100,000 per year (based on a five-per-cent annual interest rate). This money will be used for the following specific projects:

About \$30,000 will be spent on reference material to replace outdated titles, worn copies and obsolete editions. About \$35,000 will be spent on daily, weekly, monthly and quarterly periodical subscriptions,

such as *Canadian Women's Studies*, *Time*, *Saturday Night*, and *Maclean's*.

Subscriptions to electronic information sources, such as compact discs and journals available online, will be allocated about \$15,000 of the interest, while \$7,500 will be spent on buying second copies of popular books. The balance will be spent on library materials needed for new courses and for programs that have received poor evaluations due to a lack of available resources.

"This is a project that affects the entire university," Bonin said. "Students will benefit, faculty will benefit, and Concordia itself will be very well served by the generosity of its friends."



# Commerce, Engineering play games

One could be excused for thinking that lately, university life has been all fun and games. In the past month, there have been a lot of competitions bringing students together and testing their skills.

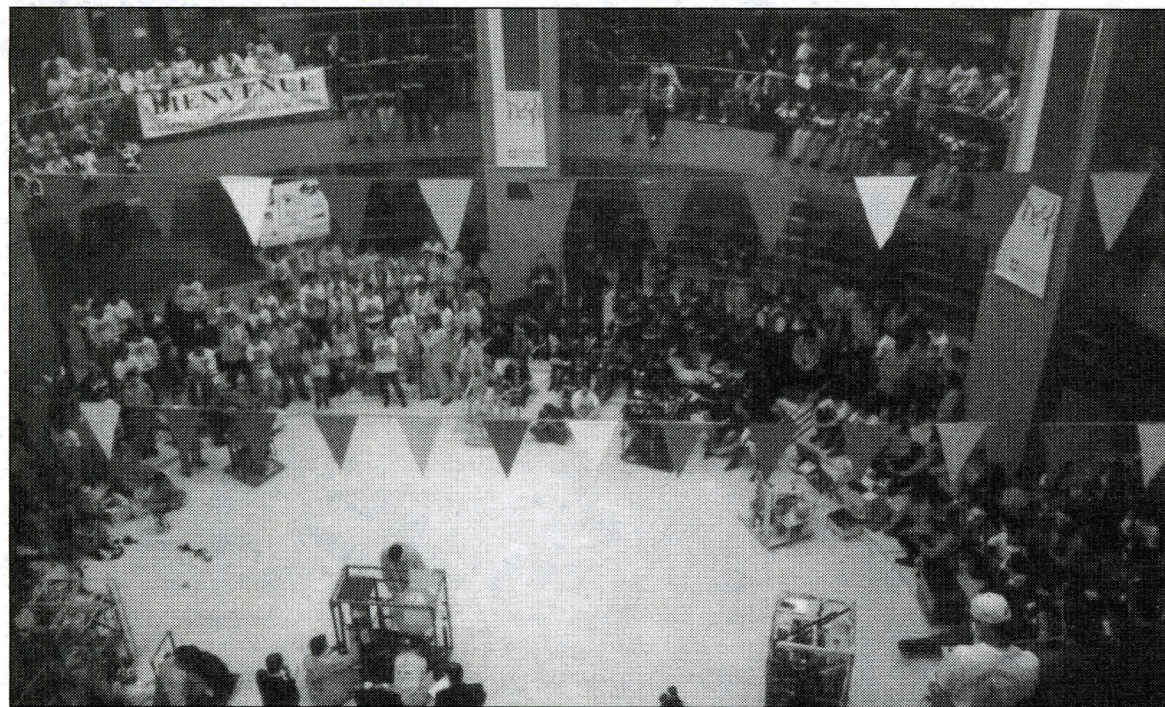
Besides the International MBA Case Competition that ran from January 14 to 18 (see below, this page), the Commerce Games took place at the University of Ottawa (January 10-12), the Undergraduate Business Games were held here (January 17-

19), and the Engineering Games took place in Quebec City (January 8-12).

About 50 Concordia students came home from Ottawa with three medals in academic case competitions in the **Commerce Games**: a gold in accounting, a silver in entrepreneurship and a silver in marketing. They were up against teams from 10 other universities from Quebec, Ontario and Manitoba.

Activities this year included seven

case competitions in a variety of business disciplines, including a debate, a stock market simulation, plus water polo, softball, ultimate Frisbee, monopoly, a pizza-eating contest, kinball (a form of netless volleyball) and other games. Commerce Games organizer Luca Pontillo told *The Concordian* that the case competitions bring students' courses alive, forcing them to draw on what they've learned in their entire time here.



In the big atrium at Université Laval, teams of engineers competed with "action-reaction" machines designed to keep an object rolling through a labyrinth.

## New leaders at MBA Case Competition

BY RACHEL ALKALLAY

It was an upset. The Richard Ivey School of Business, part of the University of Western Ontario, took first place at the 16th Concordia MBA International Case Competition, held January 14-18. It was the first time a team from Richard Ivey had even made it into the top three.

Second place went to the University of Tennessee-Knoxville, and third to the University of Paderborn, Germany, which was competing in the Case Competition for only the second time.

Concordia's team comprised Donna Doherty, Sudha Dwivedi, Victor Sachs and Randy Walker, together with alternate Raemona Slodovnick. They gave a strong performance, and reached the semi-finals in a hotly-contested three-way presentation.

Last year's winner, Memorial University of Newfoundland, made it to the semi-finals this year. The University of Otago, New Zealand, and the University of Calgary, which placed second and third respectively



Winning team: Mark Horsfall, Gordon Blair, Ray Van Iterson, Anthony Ostler, and coach Christopher Nelligan, of the Richard Ivey School of Business (University of Western Ontario).

at last year's competition, didn't make it to the semi-finals this year. All three teams had placed in the top third for most of the previous five years.

The Case Competition is a popular student-organized event, in which teams of Master's of Business

Administration students go head-to-head to solve real business problems before judges from the business world. Twenty-eight teams from four continents competed this year in the intense battle of wits, which took place at the Queen Elizabeth Hotel.



Football kept business students warm during a frigid weekend in Montreal. That's a Concordia student on the left and a McGill student on the right.

"We made our highest finish ever in the running for the Spirit Cup, a very important part of the Games," Pontillo said. "Everyone had an amazing weekend, despite the freezing temperatures." Last year, when the Commerce Games were held in Quebec City, the Concordia team was the overall winner.

Meanwhile, the **Undergraduate Business Games (UBG)** were held here January 17-19, during the coldest weekend of the winter thus far. The UBG draws entries from across Canada; this year, 11 universities took part.

For student organizer Alia Del Bianco, it was a frantic weekend. Six visiting students needed medical attention for frostbite, and the media picked up on plans to hold a wet T-shirt and wet boxer shorts contests (which went ahead as planned). "It

was a learning experience," she said. "I feel as though I could organize the Olympics now."

Forty-four young engineers travelled to Quebec City January 8-12 for the **Engineering Games**. The Concordians won the football game — in a snowstorm — and the bowling, and came second in baseball. They also came second in two of the five academic competitions: mechanical engineering and mining engineering (even though Concordia doesn't have a mining engineering program).

Andrea Iftimie, one of the organizers, said that although the team only came seventh out of nine university teams, they consoled themselves with the fact that fifth, sixth and seventh places were nearly a draw.



Engineers of Tomorrow: About 125 students from Montreal-area high schools visited Concordia on January 23 for this annual open house, which is aimed at encouraging young women to go into science and engineering. Throughout the day, they not only looked at Concordia facilities in such areas as flight simulation, robotics and ergonomics, but tried them out. Above, Courtney Prieur, Marcia McIntosh, Bonnie McCauslind and Lisa Shaughnessy prepare to drop the egg for which they have designed a cushioned sling. (And they did it without a crack.)



research network.

The funding for this umbrella project, now approaching \$4 million over the two decades, has come from a variety of sources, including the provincial health and social-services ministries, Health Canada, the U.S. National Institute of Mental Health, and private foundations.

Serbin said this project produces "surprises every day, which is why I like the work. But the most striking, over time, is the fact that it has broadened its focus from trying to predict major psychopathology, such as schizophrenia, to many other problems."

In fact, Serbin said, the sample's original comparison group of so-called "normal children" is struggling, and showing all the complexity of life in an inner-city environment.

## Tracking subjects is quite a job

Studying 1,770 lively, independent human beings presents logistical problems for academic researchers, but enormous rewards, too.

"Many of the subjects have become old friends," said Professor Lisa Serbin, who has been working for 16 years on the Longitudinal Study of Children at Psycho-Social Risk. "Getting their participation is not a problem, and they are given a little modest compensation for their trouble."

"The main problem is staying in touch. The subjects of this study are much less likely than anglophones to leave Quebec — that's the reason francophones were chosen — but it's always a problem when they leave Montreal. Forty to 50 per cent of our expense is in tracking them."

The best (but most expensive) way of interviewing subjects is directly, with a licensed clinician. The offspring who are beginning to appear in the study are visited in their homes because it's more convenient for the families, and the researchers can

observe the environment over several days.

While some subjects do come to the CRHD lab at Concordia, many have moved to the suburbs, and visiting teams (a licensed psychologist, senior research assistant, and sometimes another graduate student) log many miles as they drive out to see them. All the interviews are done in French.

Researchers also track subjects and add to their data with provincial records on health and social services, analysing groups to preserve confidentiality. The possibilities are almost unlimited: One spinoff project may soon look at the subjects' record of auto accidents, and researchers want to start visiting subjects in jail.

However, Serbin said with a sigh, much of the researchers' time is spent not on interviews and analysis, but on another task her colleagues can well understand: writing application grants to keep the huge project and its many spinoffs going.

## Bouncing back from adversity

One of the most intriguing and important elements of this study is what the researchers call resilience, the capacity in some individuals to grow through bad experiences and environments, rather than succumbing to them.

Professor Alex Schwartzman, the Longitudinal Study's principal investigator, has just finished a study on stress. By determining how much stress a person is experiencing, it should be possible to develop coping strategies that could help others, too.

Fortunately, stress can be measured almost minute to minute by testing the level of cortisol in the saliva. Cortisol occurs naturally in the body, and a saliva test is relatively easy to administer,

even to infants. Schwartzman and his team have devised a number of experiments to test individuals' stress levels at home and in the laboratory.

They find that aggressive and/or withdrawn children, as adults, have a much narrower range of cortisol production, which means that they are less adaptive when they face a challenge. In other words, they're less resilient.

But some of these children who once were considered aggressive or withdrawn have recovered — with the help of good experiences growing up, the right kind of friends, good adult models, or a measure of success. Complex factors are at work here, Schwartzman cautioned, and there are no easy answers.

"We work with a bio-psycho-social model," he said. "The biological, genetic and physical factors interact early, in an important way, with environmental factors. Whatever the influence of genetics is, it's not enough to explain [why some people are more resilient than others]."

Schwartzman, an experienced clinician, has been involved in the whole 20-year cycle of the study. "With longitudinal studies, you have to be patient," he said. "You need a strong empirical base of information before you can develop appropriately targeted and effective preventive measures. We hope to have the impact come through in the next 20 years."

## Academic gadfly promises lively debate

BY BARBARA BLACK

Concordia's Liberal Arts College will hold a two-day conference February 22 and 23 on a subject dear to its own heart — a liberal education. The conference is called Millennial Dreams: Humanistic Curricula in the 21st Century.

The keynote speaker will be Peter C. Emberley, a political science professor at Carleton University whose books have become campus best-sellers.

*Zero Tolerance*, subtitled *Hot-But-Not Politics in Canada's Universities*, had tongues wagging and blood pressure rising from coast to coast when it was published last year.

In it, Emberley said universities are being assaulted from both political directions. From the left come the postmodern critiques of professional authority in the form of speech codes and affirmative action programs, and from the right, the

corporate world's demands for cost-effectiveness and business-oriented courses.

He also recommended that tenure include periodic review, that students write entrance and graduation exams, and that budget deficits be offset by higher taxes on baby-boomer alumni.

Central to the Concordia conference, however, is another Emberley book, *Bankrupt Education: The Decline of Liberal Education in Canada*, which he wrote in 1984 with a Carleton colleague, Waller R. Newell. While this book was given impetus by educational reforms by Ontario's then New Democratic Party government, it is a vigorous attack on the general drift away from a traditional liberal, humanistic curriculum.

In *Bankrupt Education*, Emberley takes the reader through the development of our ideas about liberalism via philosophers from Plato to Niet-

zsche, and points out the distinctively Canadian features of a liberal education as we have known it.

Here are some passages from *Bankrupt Education* to whet your appetite for the Millennial Dreams conference (taken, admittedly, out of context):

- "The demand for reconstructing courses in Western civilization to make each one reflective of every possible viewpoint and opinion is the most narrow philistinism masquerading as liberation."
- "Only a traditional liberal education can give us the moral ballast, the true independent-mindedness, to confront the problems of the modern world critically and constructively, because it liberates us from the orthodoxies of our own day."
- "Liberal education is indispensable to a university's identity. You cannot subtract it and still have a university."

## NAMES IN THE NEWS

COMPILED BY BARBARA BLACK

*Concordia faculty, staff and alumni/a pop up in the media more often than you might think!*

**Anne Lavack** (Marketing) was on CBC's *NewsWatch* and *The National*, talking about grocery shopping on the Internet. Her colleague **Lea Katsanis** and **Arthur Kroker** (Political Science) were interviewed on CBC's *Early Edition* about in-your-face advertising. Kroker was also quoted by the Canadian Press on the new Fido personal communication system, which he called "digital utopia."

**Yael Gluck** and **Kiran Mirchandani**, both of Sociology and Anthropology, talked on CBC's *Homerun* about the psychological distress of some teenage girls in Quebec.

**Andrew McAusland**, Director of Academic Technology in Arts and Science, developed a statistics course on the Internet. His fame has spread to Kingston via the *Whig-Standard* and a number of other papers. **Steve Bush** (Computing Services) was also quoted.

The International Corpora of English project to collect millions of written and spoken examples of English was part of a lively feature article in the *Washington Post* about Canadian English. The article, which had fun with such perennials as "eh?," mentioned that **Nancy Belmore** (TESL/Applied Linguistics) and **Sabine Bergler** (Computer Science) are working on the project.

A nearly two-year-old study on aviation-related pollution in the Toronto area by **Judith Patterson** (Geology) was the subject of an article in a Toronto paper, *Now*. The study, commissioned by Environment Canada, predicted a substantial rise in pollution if jets were allowed to use the Toronto Island Airport. Opponents of the expansion of the airport now claim that the report was unjustly mothballed.

Passionate film-goer **Marc Gervais** (Communication Studies) was quoted in the Hamilton *Spectator's* recent feature on Shakespeare on film. Of Al Pacino's *Looking for Richard*, Gervais said, "I loved that film. If I had my way, it would be on the absolutely required list of every [English curriculum]." A chat with Gervais when he visited St. Paul's College in December took up an entire page in the Sunday Winnipeg *Free Press*.

**Wagdi (Fred) Habashi** (Mechanical Engineering) was quoted in several papers on the possible void left by a world-wide hiring sweep by Boeing, the aircraft company. While political instability makes it somewhat harder to woo people to Quebec, Habashi said, "engineers will go where there are interesting jobs, and there will continue to be interesting jobs in Montreal."

**Mike Gutwillig**, who became a Cinema student at the age of 70 and recently received a Senior Student Scholarship, was profiled in the Applause column in *The Gazette*.

**Graeme Decarie** (History) and colleague **Stephen Scheinberg** teamed up to write an amusing op-ed piece for *The Gazette* recently. It was a series of "definitions" with a political spin. Sample: "Bilingual education: A little-understood virus... beneficial to anglo and immigrant children but extremely harmful to young francophones."

**Norma Joseph** (Religion) is one of the Montreal women featured in *Portraits*, the illustrated agenda recently published by *The Gazette* and the Bank of Montreal. The feminist scholar was quoted: "Giving access of Jewish scholarship to women has been a positive, life-giving enrichment of the tradition." Her contribution to a special Jewish edition of the quarterly *Canadian Woman Studies/Les cahiers de la femme* (York University) was warmly noted in the Toronto-based *Canadian Jewish News*.

**Lise Gauvin** (Exercise Science) wrote an article for *L'Actualité Médicale* about the link between physical activity and psychological well-being.

An interview with **Ira Robinson** (Religion) about the wonderful fried and dairy foods of Hanukkah was picked up by the Canadian Press and ran in a number of papers coast to coast.

**Pamela Bright** (Theology) was quoted in a *Gazette* Christmas feature on the seasonal boom in church attendance, and the article was reprinted in several other papers.



After skepticism and hedonism, people are asking, 'Is this all there is?'

# Voices of the spirit are alive and well

BY SUSAN HIRSHORN

Strains of sitar music mingled with lively conversation at an unusual exhibit in the Henry F. Hall Building last week. The exhibit, called *The Spirit Has Many Voices*, was part of a four-day multi-faith event sponsored by Campus Ministry.

"It was like visiting a spiritual world's fair," said one undergraduate, her arms laden with literature from various tables. "When do you get the chance to learn about so many religions and cultures in one place?"

Chaplain Daryl Lynn Ross said, "We see this as a celebration of Concordia's diversity. We're hoping to promote greater understanding and appreciation of that diversity, while discovering some of our common ground."

The week included a film series in collaboration with the Conservatory of Cinematographic Art on spiritual and religious values.

In a series of daily talks about Iroquois culture, Christianity, Judaism, Islam and Hinduism, speakers drew from personal experiences as well as from scripture, often stressing the links between spirituality and social activism.

Professor T.S. Rukmani, who holds the Chair in Hindu Studies, noted how essential beliefs have served as a springboard for contemporary socio-political practice. "The freedom movement led by Mohandas Gandhi during the first half of this century was based on the Hindu belief in *ahimsa*, or non-violence," Rukmani said.

Professor Norma Joseph, Director of Concordia's MA program in

Judaic Studies, focused on her experiences as a practicing orthodox Jew and a feminist.

"Judaism and feminism have two traditions in common," Joseph said. "One is the tradition of questioning, of wanting to know more and delve deeper into various issues. The other is a tradition of not accepting the status quo, of feeling a responsibility that moves you to get up and do something."

A panel discussion on liberation theology among Protestant and Catholic Christians was moderated by Gwenda Wells, ecumenical chaplain at McGill University.

"Liberation theology comes out of the experience of Christians working with people in situations of poverty and oppression, and finding in the Christian Gospel a source of empowerment to effect social

change," Wells said.

The idea of a "preferential option" for the poor, meaning that God works most powerfully with those who are poor and oppressed, is consistent with liberation theology, she said. "If we take ourselves seriously as Christians, we had better make it our priority to join with the poor and oppressed in their struggles."

For students and faculty attending the week's events, *The Spirit Has Many voices* was an opportunity to stop and reflect on the meaning of life.

"I think there's a real re-awakening in spiritual interests, whether in articulated religious beliefs or in less articulated spiritual intuitions," said Ross. "I think we went through a cycle, where there was a questioning of religious tradition which had been culturally entrenched, to a time of



virtual abandonment of spirituality in favour of materialistic pursuits.

"Now there's a re-thinking going on. People are looking around and asking themselves, 'Is there more than this?'"

## Jori Smith celebrates life, colour and form

Montreal painter Jori Smith was the guest of honour last week at the opening of a Leonard and Bina Ellen Art Gallery exhibition that celebrates her long and illustrious life.

The vernissage, which coincided with the artist's ninetieth birthday, was attended by about 100 friends and members of the art community.

"I'm absolutely thrilled at seeing all these people," Smith said, after being introduced by Rector Frederick Lowy, "and all these canvases, many of which I haven't seen for decades — imagine me being able to say decades!"

This is the first retrospective of her work in a public gallery. It comprises more than 90 paintings and works on paper, as well as several decorative objects borrowed from major museums and private collections. The show was curated by Rosalind M. Pepall, Curator of Canadian Art (1915-1970) at the Montreal Museum of Fine Arts, and Karen Antaki, Director and Curator of the Leonard and Bina Ellen Art



Above: Jori Smith chats with Rosalind Pepall, co-curator of the exhibit. Right: *Woman Reclining on Sofa/Femme allongée sur un canapé*, 1946, oil on canvas, 60 x 75 cm. Dr. M. Kustler-Humphrey collection.

Gallery.

Smith was at the centre of Montreal's vibrant art scene in the late 1930s, '40s and '50s. She studied at the École des Beaux-Arts de Montréal, and became part of a circle of

friends influenced by John Lyman. Together, in 1939, they founded the Contemporary Arts Society.

She married another artist, Jean Palardy, who became an early and avid collector of early Quebec furniture and

a film-maker with the National Film Board. They were a popular couple, with many friends among both French- and English-speaking artists, and divided their time between the Charlevoix region and their city studio on Ste. Famille St.

While some of her contemporaries concentrated on landscapes, Smith was drawn to figurative painting, and was soon recognized as an outstand-



ing portraitist. In fact, a splendid painting by Smith of Palardy has just been acquired by the Museum of Fine Arts. She also painted still lifes, interior scenes and nude figures, all of which are well represented in this

exhibition.

Smith still paints every day. This excerpt from a letter she wrote in 1974 to her friend, poet P.K. Page, captures some of her unquenchable enthusiasm for life and art:

"Yes I'm still joyfully painting each afternoon. Quite wild bold things, lots of bright spots hitting you in the eyes and I can hardly wait to finish one before I'm leaping into another one. And up on the wall they go. Alice comes down and marches straight in, her dirty boots still on, her long thin nose leading her to the fresh paint area and stands to look at my last-laid egg. I'd like to do a new one every day like a human individual assembly line, joyful expressions not be taken as anything but a strangled shout from this old woman who has to prove she is still alive and loving it."

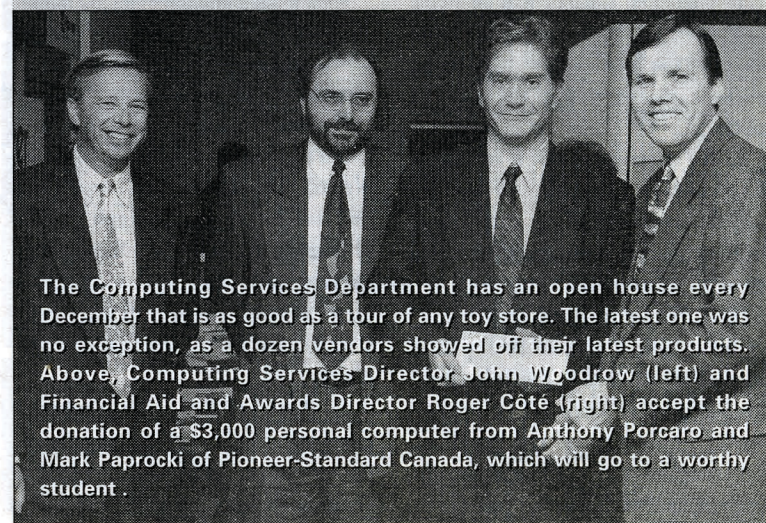
Jori Smith: A Celebration is on view at the Leonard and Bina Ellen Art Gallery, 1400 de Maisonneuve Blvd. W., until March 8. — BB

## Mexican visitors sign pact



A delegation from the Universidad Autonoma del Estado de Morelos (UAEM) visited Concordia this month to meet their counterparts and discuss potential student exchanges. Seated are Vice-Rector IR Marcel Danis and UAEM rector Gerardo Avila Garcia. Standing: Hugo Rangel (Mexican consulate); Balbir Sahni, Director of Concordia's Centre for International Academic Co-operation (CIAC); Susan Wood (Board of Governors); Frederick Francis (CIAC); Arturo Ornelas Lizardi, Director of International Relations at UAEM; Daniel Djordjevic, a Mathematics student who assisted with interpreting; and Juan Manuel Diaz Popoca, Director of UAEM's Faculty of Law and Social Sciences.

## Computing Services gets PC



The Computing Services Department has an open house every December that is as good as a tour of any toy store. The latest one was no exception, as a dozen vendors showed off their latest products. Above, Computing Services Director John Woodrow (left) and Financial Aid and Awards Director Roger Côté (right) accept the donation of a \$3,000 personal computer from Anthony Porcaro and Mark Paprocki of Pioneer-Standard Canada, which will go to a worthy student.



Stingers hockey centre is winding up a brilliant career here

## Cammi Granato trains for next Olympics in China

BY PHOEBE DEY

When the 1998 Winter Olympic Games roll around, staff and students at Concordia's Athletics Department will likely be glued to their television sets, and they'll be cheering on one of their own.

Cammi Granato, who had a brilliant career as a centre for the Concordia women's hockey team, will represent the United States in the Olympics. A native of Downers Grove, Illinois, and a member of the U.S. national team since 1990, she'll play with Team USA at the World Championships in April in Kitchener, Ont. The top five teams at that

meet will qualify for the Olympics.

Anticipating a high placing (Granato and Team USA won silver medals in the last three World Games), the team is preparing for the Winter Games in Nagano, Japan. At the beginning of January, the squad travelled to Harbin, China, 900 miles north of Beijing.

The industrial city was chosen to give the hockey players a taste of the worst possible conditions in Japan. Besides below-freezing temperatures, there was smog, and athletes had to wear surgical masks for the first few days.

"It wasn't the most sanitary place I've been," Granato said. "The hotel

rooms had bugs and the food wasn't what we were used to, but it did prepare us for anything next year. It was an amazing trip, and unlike any other experience I have ever had."

Those experiences included skating with Wayne Gretzky and playing in a three-on-three roller hockey tournament with pro goaltender Manon Rheaume. Granato has competed in World Championships and Pacific Rim Tournaments, and Concordia Head Coach Les Lawton calls her one of the "greatest ambassadors of women's hockey."

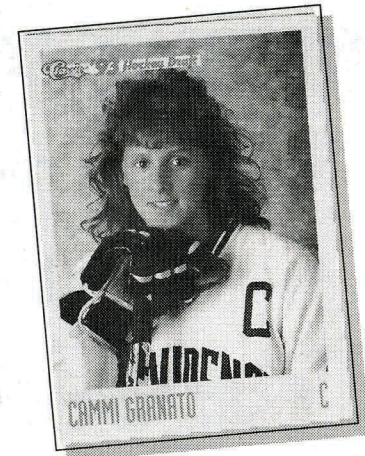
Granato joined the Stingers in January 1994. She has laced up for 111 games and netted 164 goals and

137 assists for 301 points. Now ranked one of the world's top five women hockey players, she is keenly anticipating the Nagano Olympics.

"Playing in Japan will be the ultimate competition for me," Granato said. "It's like the Stanley Cup for women. You can't get any higher than this."

Besides the Olympics, Granato's goals include a career in broadcasting, and she is a Journalism major this year. She has one more year of eligibility in university hockey, but says this season will be her last.

She shows no sign of fading. The 25-year-old veteran helped her teammates to a fifth consecutive vic-



tory in the Theresa Humes Invitational Tournament last weekend, beating the University of Toronto team 7-3. She may pass the torch to 19-year-old Corinne Swirsky, who is currently leading the team in scoring and was named the tournament's Most Valuable Player.

Bittersweet film by and about young Quebecers will air on CBC

## Backroads to an emotional reunion

BY MATTHEW SYLVAIN

A team of recent Concordia graduates has put together a documentary that will have its premiere on CBC Newsworld's *Rough Cuts* next Monday.

*Backroads* is the story of Harmony and Adam Hubert's trek from Montreal to Courtney, B.C., last summer. The two young Quebecers hitchhiked across Canada to meet their mother, who had abandoned them 16 years earlier.

The film, which is directed and produced by David Finch and Maureen Marovitch, will be shown tomorrow at the Fine Arts Building Theatre.

Finch and Marovitch, who run a company called Picture This Productions, had worked with Harmony Hubert in the past. In 1994, they made *Longshots*, a film about street kids, and Harmony became part of the project.

At the time, Harmony was a teenage mother who was trying to rebuild her life after spending several years surviving by her wits on the cold streets of Montreal. At the end of *Longshots*, the film-makers added an on-screen request for her mother to contact them if she wanted to get in touch with Harmony.

Nothing was heard until last July, when the mother found Harmony



and Adam in a Sherbrooke phone book. After a series of long-distance phone calls, the brother and sister decided to go to British Columbia to meet her. Harmony got in touch with Finch and Marovitch to help find a video camera to document the trip, at which point, Finch said, the film-makers realized that now they were going to have "the other half of the story."

Finch and Marovitch gathered up a production plan, a roadworthy film crew, and a rough budget that included \$5,000 in development money from the CBC. They met daily with Harmony and Adam to film their progress. In order not to interfere with their chances of getting a lift, they sometimes had to hide in the bushes along the side of

the road.

As the days and the scenery rolled by and their destination loomed closer, the tension began to mount. The reunion is the climax of the film, and required a lot of effort on everyone's part. For the brother and sister, it was a strain. Adam had said he had no expectations, but that didn't prevent a collision between hope and reality. Harmony experienced a let-down after the reunion, and at one point thought about abandoning the project entirely.

Finch and Marovitch hired Music Professor Ned Bouhalassa to provide an original soundtrack. They also borrowed two songs from American rock music icon Lou Reed, who agreed to their use for a nominal fee. "His music really fit the mood of this film," Finch said, especially with its theme of individual loss in a culture that worships success.

There's a postscript, too. Harmony is now registered at Concordia, and has just finished her first semester of studies.

*Backroads* airs Friday, January 31 at 7:45 p.m. at Concordia's Fine Arts Building Theatre, Room VA-114, 1395 René-Lévesque Blvd. W. Admission is free, but the producers will collect donations for the Face à Face Listening and Referral Centre. It will also air on CBC Newsworld's *Rough Cuts* on February 3.



Web site, government programs, and good advice from Concordia counsellors

## Summer jobs: Apply early and apply often

BY PHOEBE DEY

Students who worry about finding the perfect job can get a head start on their future, thanks to a new Web site launched in part by Concordia Student Services.

André Gagnon, Co-ordinator of Career and Placement Services (CAPS), entered Concordia on the National Graduate Register (NGR) in October. Since that time, more than 60 of our students have taken part.

The NGR, a Web site run by Industry Canada, is an online database that matches profiles of post-secondary students and recent graduates from across Canada to the requirements of interested employers. More than 250 employers across Canada are registered.

Students create a confidential profile of their work experience and education. Employers browse the database until they find a profile they like, and contact the NGR, which calls the student for permission to release his or her phone number. The register also contacts Concordia's Counselling and Development, of which CAPS is a part, to verify the information in the student profile.

"More students should really give it a chance," Gagnon said. "It's a great Web site, not just for the students, but for all involved. In order to have a database this size, we'd need full-time staff to run it. With the NGR, we just refer them to the site, and away they go."

For those students who are not Internet-inclined, Gagnon recommends heading down to CAPS at 2070 Mackay St. and filling out a form that will go into a database organized by academic discipline. The applications are for programs sponsored by the provincial and federal governments, and are filed across

Canada each year.

Whatever the method, Gagnon advises students to apply early and often. "It's a numbers game," he said. "The more applications or résumés they send in, the better the chance of finding a job in their field."

Finding a career-related position during their university years will be helpful in the long term, since a degree just is not enough any more, Gagnon said. "Employers are looking for a well-rounded personality and some indication that the person has a career track, that they have a goal in mind. That means something the student has done part-time or the summer that ties in with what they really want to do."

CAPS offers several workshops on job preparation. Students interested in brushing up on interview skills or creating the perfect résumé should head down to H-440.

Students can also get help finding summer jobs in the service industry or temporary positions through Campus Housing and Job Bank in room 260 of the Henry F. Hall Building. Typical jobs are tree planting, retail sales or working in a restaurant.

Jen Gibbs, a Housing and Job Bank employee, advises students to start submitting applications or résumés now. "A lot of companies want people to apply early," she said. "They want to be sure to get a good pick of people."

Gibbs also offers hope to students who can't find what they're looking for. "Some students are disappointed because there aren't more jobs, but they are being amassed weekly. The best bet is to come in again and see what we have."

The World Wide Web address for the National Graduate Register is <http://ngr.schoolnet.ca>



# Simone de Beauvoir Institute

Concordia Women's Centre & the Centre for Community and Ethnic Studies  
invite you to celebrate

## Black History Month

featuring poets

Bernadette Charles, Karen Stewart and LaForya Gauthier,  
with the Ninji Drummers and the Gospel Heralds

Monday, February 10, 3 to 5 p.m. Room 110, Henry F. Hall Building

### OFFICE OF RESEARCH SERVICES • (OTHER) GRANT DEADLINES

Please note that the deadlines below may change upon receipt of new agency information

#### FEBRUARY

Agency / Grant	Deadline
Archives nationales du Québec / Grants for archives	Feb. 19
Association Diabète Québec / Research Grants	Feb. 23
Association for Canadian Studies / Awards of Merit	Feb. 22
Australian Research Council / ARC Research Fellowships Scheme	Feb. 23
Banting Research Foundation / Grants in Medical Research	Feb. 28
CERCA / CRM / CERCA Postdoc Fellowship - Regional Modelling of the Atmosphere	Feb. 21
CQRS / Analyses des mesures de réduction de la pauvreté	Feb. 18
CQRS / Subventions de fonctionnement d'équipe en recherche sociale - Letter of Intent	Feb. 7
CQRS / Réadaptation des personnes ayant subi un traumatisme cranio-cérébral	Feb. 23
Canadian Foundation for Ukrainian Studies / Neporany Research and Teaching Fellowship	Feb. 24
Canadian Heritage - Heritage Cultures and Languages Program / Canadian Ethnic Studies Conferences	Feb. 23
Canadian Heritage - Heritage Cultures and Languages / Canadian Ethnic Studies Research Grants	Feb. 22
Cancer Research Society Inc / Postdoctoral Fellowships / Operating Grants	Feb. 7
Coopération Québec-France / Soutien aux professeurs-chercheurs invités	Feb. 16
Corporate-Higher Education Forum / Awards	Feb. 22
Fondation La Cité des Prairies / Bruno M. Cormier Research Fund	Feb. 8
Harvard University / Fellowships in Global Environment	Feb. 7
Juvenile Diabetes Foundation Canada / Diabetes Research Grants	Feb. 8
MRC-JDFI Diabetes Research Partnership / Network Grants	Feb. 7
MRC / Miscellaneous grants and fellowships	Feb. 20
Manning Awards	Feb. 15

#### MARCH

Actuarial Education and Research Fund / Individual Grants Competition	Mar. 31
Alexander S. Onassis Public Benefit Foundation / Grant	Mar. 8
American Philosophical Society / Research Grants	Mar. 1
CERCA / Large Eddy Simulations of Hydraulic Turbine Flow	Mar. 25
Canadian Microelectronics Corporation / Douglas R. Colton Medal for Research Excellence	Mar. 8
Coopération Québec-Flandre / Bourse d'études et stages postdoctoraux	Mar. 10
Department of Foreign Affairs and International Trade / Visiting Foreign Artists Program	Mar. 7

#### APRIL

Agriculture and Agrifood Canada	April 8
CGAT / Research Grants	April 1
CQRS / Subventions d'aide à la formulation d'un projet de recherche	April 26
CQRS / Subventions de fonctionnement d'équipe en recherche sociale	April 25
Canadian Cystic Fibrosis Foundation / Grants and Fellowships (different deadlines)	April 1
Canadian Heritage / Creative and Cultural Expression - Broadcasting and Film	April 7
Canadian Heritage / Creative and Cultural Expression - Writing and Publication	April 21
Canadian Institute of Ukrainian Studies / M. and D. Kowalsky Endowment Fund & P. Jacyk Centre for Ukrainian Historical Research	April 24
Canadian Psychiatric Research Foundation / Tanenbaum Distinguished Scientist Award for Schizophrenia Research	April 30
Conseil des arts et des lettres du Québec / Artistic Practice Grants	April 9
Conseil des arts et des lettres du Québec / Development Grants	April 9
Conseil des arts et des lettres du Québec / Personal Enhancement Grants	April 9
Conseil des arts et des lettres du Québec / Travel Grants	April 9
Coopération Québec - Catalogne / Bourses d'excellence	April 7
FCAR-MEQ-MRI / Aide financière pour stage en France	April 8
Fondation Armand-Frappier / Postdoctoral Fellowships	April 15
March of Dimes Birth Defects Foundation / Research Grant Programs	April 23
Ministère de l'Industrie, du Commerce, de la Science et de la Technologie / Etalez votre science	April 4
NSERC / Strategic Individual and Team Grants	April 1

### International academic activities

Deadline for applications - Vol. 1

#### Collaborative projects

Consultative Group on International Agricultural Research (CGIAR) CGIAR-Canada Linkage Fund	February 14, 1997
Reform Through Knowledge Program (Ukraine)	March 1, 1997
University Partnerships in Co-operation and Development	
• Microfund Program	March 17, 1997
• Tier 2 Program	May 15, 1997
Canada's Year of Asia Pacific	March 21, 1997
Canada-Brazil Technology Transfer Fund	Open date
Canada Southern-Cone Technology Transfer Fund	Open date

#### Faculty research/travel

Professional Partnerships Program (Central and Eastern Europe and the former Soviet Union)	February 28, 1997, and every six weeks thereafter
North American Mobility in Higher Education	March 14, 1997
Chinese Studies Faculty Research Award Program for Canadians	March 31, 1997
CIDA Awards Program: Professional Award	March 31, 1997
British Council Programs	Eight weeks in advance

#### Student research/travel

International Student Exchange Programs to Australia, Brazil, Czech Republic, Denmark, France, Germany, Mexico, The Netherlands, Spain, Sweden, Switzerland, United Kingdom, U.S.A.	February 14, 1997
Celanese Canada Internationalist Fellowships	February 15, 1997
Aid to Student Conferences Program/Canadian Studies	February 15, 1997
Inter-American Development Bank Summer Internship Program	February 15, 1997
IRDC Young Canadian Researchers Award	March 15, 1997
Italian Government Awards for Students	March 28, 1997
CIDA Awards Program Academic Award	March 31, 1997
Canadian Taiwan Scholarship Program	March 31, 1997

For further details, contact Marie Berryman, Centre for International Academic Co-operation, 848-4985.

### IN BRIEF...

#### Book sale looks good

Barbara Barclay, who is organizing a two-day used book sale to benefit needy students, reports that boxes and boxes have been given, but there's always room for more.

All sorts of books will be on sale, including texts, novels and children's books, Barclay said. She can be reached at 848-2449, or donations can be dropped off at 2070 Mackay St.

The sale will be held in the J. W. McConnell atrium from 10 a.m. to 6:30 p.m. on February 26 and 27.

#### Appointment to Superior Council of Education

Céline Saint-Pierre, Vice-Rector (Academic and Research) of the Université du Québec à Montréal, was named President of the Superior Council of Education in December. She replaces Robert Bisailon, Co-President of the Estates General on Education and advisor to Education Minister Pauline Marois.

## Honorary Degree Nominations

Honorary degree nominations are being sought for convocation ceremonies of the **1997-1998** academic year.

All members of the Concordia community (faculty, students, staff and alumni) are invited to submit nominations.\* Every nomination must include a detailed curriculum vitae and a succinct statement explaining why the nominator thinks the candidate is worthy of such an honour. The nomination deadline for convocation ceremonies to be held in the upcoming academic year is **1 March 1997**.

Nomination forms, as well as the criteria used in selecting honorands, are available from the Office of the Secretary-General, Room S-BC-124 (Phone 848-7319).

\* Note: Current members of the faculty, the administration or the Board of Governors are not eligible to receive honorary degrees.



**Concordia**  
UNIVERSITY

REAL EDUCATION FOR THE REAL WORLD



# THURSDAY REPORT

ON THE WORLD WIDE WEB



Public Relations

Welcome

Editor's Desk

## CTR is on the Web

Thanks to our graphic designer, Christopher Alleyne (Marketing Communications), Concordia's Thursday Report can now be read on the World Wide Web.

CTR is accessible through Concordia's Web page (<http://www.concordia.ca>) under the heading Campus News, or by going directly to <http://relish.concordia.ca/PR/CTRWeb/CTRHome.html>.

## ELSEWHERE...

COMPILED BY PHILIP FINE

*This column highlights newsworthy events at universities across Canada and abroad. If you have any interesting bits of information to pass on, please send them to Concordia's Thursday Report, BC-117.*

It's hands up, baby, hands up, at the **CEGEP Rivière du Loup**, the first Canadian post-secondary institution to train Club Med child-care employees. The class of 18 students recently finished their four weeks of theory on how best to take care of vacationers' children through song, film, swimming and treasure hunts. They are now completing three months of field training in the sand and sun. If the students' evaluations are positive, they are guaranteed permanent jobs paying \$120 to \$125 a week, plus accommodation.

Quebec's **Conference of Rectors** recently launched the Multimedia University Press, a new program that will see Quebec university courses produced and distributed on CD-ROM and the Internet. The idea, which is still at the preliminary stage, was revealed at this fall's Quebec summit on the economy, and will group the universities with three private partners, Bell, Québecor and the Centre de recherche informatique de Montréal.

Ed Broadbent will be taking up teaching at **Simon Fraser University**. The former leader of the federal New Democratic Party, who later presided for six years over Montreal's Centre for Human Rights and Democratic Development, has been appointed the J.S. Woodworth Chair in the Humanities, a two-year stint.

A Montrealeur will head North America's first Chair in Hellenic Studies. André Gerolymatos, who was Director of the Hellenic Studies Centre at Dawson College, will occupy the endowed chair at **Simon Fraser University** in British Columbia.

The **Université de Montréal** seems to have taken some lessons from corporate headhunters. The school has set up a 10-person recruiting office uniquely dedicated to recruiting prospective students.

The Canadian Federation of Students (CFS) has recognized the results of the 1993 **University of Waterloo** student referendum that took UW out of the national lobby group. UW is leaving because, according to its student association, the CFS concerns itself with a wide range of international social justice issues that they say are not related to education. The annual cost of membership in the CFS is approximately \$90,000, compared to the \$12,000 that UW now pays to the Canadian Alliance of Student Associations, a newer student lobby group.

The **University of Guelph**, facing a \$20-million budget shortfall, has set up a retirement community adjacent to their campus. U of G has leased 150 bungalows and plans to construct 101 more housing lots. This is not the first real-estate venture for the school. Guelph already runs a golf club, research park, a gravel pit and another residential development.

Relatively few students carry condoms when they head out for the night, according to a recent study at the **University of British Columbia**. Only 10 per cent of 346 students who opened their bags and wallets when they were cornered outside the university pub had condoms on them. However, the survey did find that students' intentions were perhaps better than their practices; nearly 35 per cent said they would carry condoms when going out to a bar.

A philosophy professor from another Concordia, **Concordia University College of Alberta**, has written a book called *You Won't Believe This, But...* It presents some of the most creative excuses for substandard or late assignments he has heard from his students over the years. Gary Colwell is offering it as a handbook for colleagues who may want to scream when encountering the excuses. Two examples of attempts to get a low mark boosted: "But I made a 9 in psychology," and, "My mother is an English teacher, and she loved it."

Sources: CBC's Radio Noon, Le Devoir, Simon Fraser News, University of Waterloo's Imprint, Times Higher Education Supplement, UBC Reports, Association of Universities and Colleges of Canada.

## Web excellence from our Libraries

A Web site created by Reference Librarian Vince Graziano has been awarded a four-star rating by Growth House Inc., a San Francisco community-based non-profit organi-

zation working with AIDS and other terminal illness issues.

The page is called *Sources for HIV/AIDS on the Internet*, and its URL is <http://juno.concordia.ca/col->

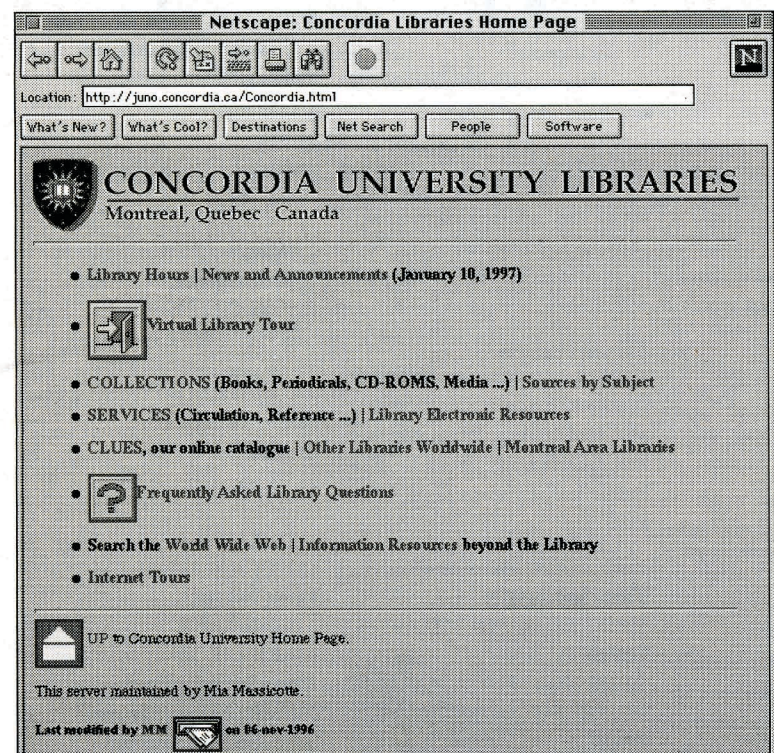
[lections/subjpages/hiv aids.html](http://juno.concordia.ca/col-).

The Libraries' World Wide Web home page also scored high in an article published recently in the *Reference Services Review* for its overall design, layout, size and accessibility.

Judy Appleby, Head of Information Services in the Webster Library, reports that of the 40 U.S. and Canadian higher-education library sites that were evaluated, Concordia was one of the two top ones, ranking just above those of the University of Toronto and Yale University.

Assistant Director (Collection Services) Mia Massicotte also created a "Virtual Library Tour" that was included in a monograph by two scholars.

Congratulations to the Concordia University Libraries' Web team: Margaret Ferley, Vince Graziano, Diana Maharaj, Sonia Poulin and Melinda Reinhart, and former members Susie Breier, Carol Coughlin and Mia Massicotte. - BB



## CLOSER continued from p.1

Richard Pound, and Lowy and Shapiro. The details of the agreement were worked out by a bilateral working group of eight; Concordia's members were Provost Jack Lightstone, Vice-Rector Institutional Relations Marcel Danis, Professor June Chaikelson and Board member Miriam Rolland.

"We looked particularly at complementary areas at the two universities," Lowy explained. "In teacher training, for example, McGill's education program is stronger in the later school grades, and Concordia's in the kindergarten-to-Grade-3 years."

He said that while fiscal pressure had provided the immediate motivation for the exploratory talks, there was a strong overriding concern for the maintenance of quality. Greater inter-university harmony and

enhanced services for all will likely result.

"At present, students can borrow books from other university libraries, but we want to make that process much easier," Lowy said. "The co-operation of the libraries will also have enormous benefits when it comes to acquisitions. This has been a major problem for every university because of rising costs and the explosion of information." The long-term goal, he added, is to create a unified library system to serve all four Montreal-area universities.

Both Lowy and Shapiro emphasized the importance of preserving each university's particular role, and said the agreement will enable the two to better define and fulfil their own academic missions.

"We are agreed that we intend to proceed only on the understanding that future plans will be developed in consultation with those most immediately affected," said a statement by

Shapiro. "All decisions will be subject to the established approval processes in each institution." Lowy emphasized that at Concordia, the Senate, the Board of Governors and their committees, as well as the collective agreements, will determine the shape of the final agreement.

Regarding the co-operating academic programs, the objective will be to replace the current inter-university transfer system, which both student and administrators find cumbersome, with a new system that is as easy as possible for both. "We want the movement of students between the two institutions to be very fluid, with fewer bureaucratic obstacles," Lowy said.

Other areas for such co-operation may be identified next year through the universities' planning processes. The Rector stressed that all academic decisions would proceed through the normal channels, including Senate.



# The BACK Page

Events, notices and classified ads must reach the Public Relations Department (BC-115) in writing no later than Thursday, 5 p.m. the week prior to the Thursday publication. For more information, please contact Eugenia Xenos at 848-4881, by fax: 848-2814 or by e-mail: ctr@alcor.concordia.ca.

JANUARY 30 • FEBRUARY 13

## Art

### Until February 8

U.S./Canada student print exchange and Exposition Itinérante. Gallery V.A.V. Concordia, 1395 René Lévesque W.

### Until March 8

Jori Smith: A Celebration (organized with the Montreal Museum of Fine Arts). Leonard and Bina Ellen Art Gallery, 1400 de Maisonneuve W. Free. Info: 848-4750.

## Campus Ministry

### A Healing Journey

You will use Erikson's eight stages of life and other techniques to heal that which may be blocking your growth, while opening yourself to God's loving, healing touch. Tuesdays, noon to 1:30 p.m., Annex Z, room 105, beginning February 4. Info: Michelina Bertone SSA, 848-3591.

### Focusing: The Inward Connection

This program will teach the focusing technique, allowing time in each session for practice, sharing and input by participants. Wednesdays, 1:30 - 3 p.m., Annex Z, room 105, beginning February 5. Info: Michelina Bertone SSA, 848-3591.

### Does Christianity have a future?

A book-reading group moderated by David Eley, S.J. Tuesdays 4:30-5:30 p.m. over eight weeks. Info: 848-3587.

### Mother Hubbard's Cupboard

Wholesome, hot, vegetarian meals for \$1 for students and their families on low budgets. Every Monday at Annex Z, room 105, 5 - 7 p.m. Info: Daryl Lynn Ross, 848-3585.

## Counselling and Development

**Counselling and Development:** 848-3545/848-3555

**CAPS (Career and Placement Service):** 848-7345

*Graduating?* Explore what Concordia has to offer. Register at H-440. January 31, 12 - 1:30 p.m.

*Career Portfolio: What Is It?* (one session). \$5, SGW, January 31, 9:30 - 11:30 a.m. Register at Counselling and Development, H-440.

*Select Your School Electronically.* Sessions will be offered throughout the semester on how to use College Source and CHOICES on CD ROM to uncover North American university and college graduate and undergraduate programs. Registration: M. Hubbard, Career Resource Centre, H-440.

### Becoming a More Effective Student

**Workshops:**  
*Strategies for Academic Writing.* February 3, 10, 12:15 - 2:15 p.m. Register at H-440.

## Concert Hall

**7141 Sherbrooke St. W. Info: 848-7928.**

### February 1

Yaron Ross, piano, plays Bach, Brahms, Schumann.

### February 7

Celebration concert for Black History Month.

### February 8

Max Lifchitz, piano, plays Villa-Lobos, Enriquez, Ginastera, others.

**Music @ Lunchtime Series (12:30 p.m., bring a lunch)**

### February 6

*Flûte Alors!*

### February 18

Prof. Kevin Austin on 'Sound Production.'

## Film

### Cinématoèque Canada

**J.A. DeSève Cinema, 1400 de Maisonneuve W. Tel. 848-3878. \$3.50.**

### Friday, January 31

*Marriage of the Blessed*, Mohsen Makhmalbaf (1989) at 7 p.m.; *The Actor*, Mohsen Makhmalbaf (1993) at 9 p.m.

### Saturday, February 1

*A Selection of Images in Ghajar Dynasty* (1993), *Fleeing From Evil to God* (1984), Mohsen Makhmalbaf at 7 p.m.; *Once Upon a Time*, Cinema, Mohsen Makhmalbaf (1992) at 9 p.m.

### Sunday, February 2

*Once Upon a Time*, Cinema, Mohsen Makhmalbaf (1992) at 7 p.m.; *Boycott*, Mohsen Makhmalbaf (1985) at 9 p.m.

### Monday, February 3

*Marriage of the Blessed*, Mohsen Makhmalbaf (1989) at 7 p.m.; *Quai des brumes*, Marcel Carné (1938) at 8:30 p.m.

### Tuesday, February 4

*Le Temps de l'amour*, Mohsen Makhmalbaf (1990) at 7 p.m.; *La Notte*, Michelangelo Antonioni (1960) at 8:30 p.m.

### Wednesday, February 5

*Salaam Cinema*, Mohsen Makhmalbaf (1994) at 7 p.m.; *Le Piano*, Jane Campion (1992) at 8:30 p.m.

### Thursday, February 6

*The World of Apu*, Satyajit Ray (1959) at 7 p.m.; *The Chosen*, Jeremy Paul Kagan (1981) at 9 p.m.

### Friday, February 7

*Jésus de Montréal*, Denys Arcand (1989) at 7 p.m.; *Europa, Europa*, Agnieszka Holland (1990) at 9:15 p.m.

### Monday, February 10

*Le Jour se lève*, Marcel Carné (1939) at 8:30 p.m.

### Tuesday, February 11

*Immortal Story*, Orson Welles (1967) at 8:30 p.m.

### Wednesday, February 12

*Red River*, Howard Hawks (1948) at 8:30 p.m.

### Thursday, February 13

*The Ballroom of Romance*, Pat O'Connor (1982) at 7 p.m.

## Graduate Studies

### Tuesday, February 11

Get-together with graduate students at the School of Graduate Studies, 2145 Mackay St., 5:30-7 p.m. Call 848-3803 to reserve your place.

## Health Services

### January 30

Discover "10 Things You Can Do To Improve Your Health In '97" at the annual Health Fair. Games and prizes. Hall Bldg. mezzanine, 10 a.m. - 4 p.m.

### February 5

This week is Eating Disorders Awareness Week. Drop by the Health Services information booth in the Hall Bldg. lobby and find out more about body image and eating disorders. 11 a.m. - 2 p.m.

### February 11

Information on self-care of colds, flu, headaches, etc. at the Peer Health Educators information table. Hall Bldg. lobby, 10:30 a.m. - 3 p.m.

## Lectures & Seminars

### Thursday, January 30

Joseph M. Conte, SUNY English professor and author of *Unending Design: The Forms of Postmodern Poetry*, on "Postmodern Fiction in the Information Age." 8:30 p.m., H-110, 1455 de Maisonneuve W. Info: 848-2565.

### Friday, January 31

Robert Paine, Professor Emeritus at Memorial University of Newfoundland, on "Aboriginality Tomorrow?" Noon - 1:30 p.m., LB-677, 1400 de Maisonneuve W.

### Tuesday, February 4

Elisabeth Harvor, 1997 Writer-in-Residence, will be reading from her poetry and fiction, and giving commentary on writing. 8:30 p.m., H-507, 1455 de Maisonneuve W. Free. Info: 848-2340.

### Wednesday, February 5

Anne Douglas, McGill University, on "Maybe That's Why They Don't Look at Each Other: School and the Social Relations of Communication in a Baffin Community." Noon - 1:30 p.m. LB-677, 1400 de Maisonneuve W.

### Wednesday, February 5

Sam Bosky, Pierre-Yves Melançon, Michel Vézina and reporter Linda Guylai will speak on "Water Privatization/Partnership in Montreal," 6 p.m. at 2149 Mackay. Info: 848-2575.

### Thursday, February 6

Mihailo Crnobrnja, former Yugoslav Ambassador to the European Community, on "Democracy vs. Tyranny: Political Developments in Serbia." Noon, 2149 Mackay, basement. Bring a lunch. Coffee provided.

### Wednesday, February 5

Dr. Harvie Ferguson, Sociologist at the University of Glasgow, on "Me and My Shadows: On the Accumulation of Body Images in Western Society." 4 - 5:15 p.m., H-431.

### Thursday, February 13

Dr. Morozuk will speak on apophatic mysticism, presented by the Theological Studies Student Association. 5 p.m., Belmore House basement, 2496 West Broadway. All interested invited.

### Thursday, February 13

Celebrate the publication of *A Healthy Environment is a Human Right* by the Canadian Human Rights Foundation. 5 - 7 p.m., 2149 Mackay, basement lounge. Free, all welcome. Info: 848-2575.

**Thursdays at Lonergan Series**  
**7302 Sherbrooke St. W. 3:30 - 5 p.m.**

### February 6

Marc Gervais, S.J., Communication Studies Professor, on "Ingmar Bergman, Prophet of his Times: From Post-War Existentialism to Post-Modernism."

### February 13

Tom Waugh, Cinema Professor, on "Queer Cinemas/Canadian Cinemas?"

## Legal Information

Concordia's Legal Information Services offers free and confidential legal information and assistance to the Concordia community. Call 848-4960. By appointment only.

## Meetings

### Senate

Friday, February 7, 2 p.m., Russell Breen Senate Chamber, Loyola.

### Muslim Students Association

**February 6, 10, 26**

Information table about Islam in the Hall Bldg., 10 a.m. - 6 p.m. Friday prayer is held in Old Reggie's at 1 p.m. Daily prayers at 2090 Mackay, room 05.

### Concordia Christian Fellowship

Anyone interested in our general meetings is welcome. Every Friday, 5 p.m., at 2090 Mackay.

### Concordia Women's Centre

Lesbian/bisexual women's discussion group on Wednesday nights from 6:30 - 8:30 p.m. at 2020 Mackay, basement. Info: 848-7431.

### Amateur Radio Club Meetings

7 - 9 p.m. every Tuesday night in H-647. New members welcome. Check our web page at <http://hamgate.concordia.ca>. E-mail to [cuarc@alcor.concordia.ca](mailto:cuarc@alcor.concordia.ca), or call 848-7421 for more info.

## Ombuds Office

Ombudspersons are available to all members of the University for information, advice and assistance with university-related problems. Call 848-4964, or drop by 2100 Mackay, room 100. Services are confidential.

## Special Events and Notices

### Art Education Colloquium Series

Mini-conference on "Revisiting Developmental Theory in Teacher Preparation for Early Childhood and Art Education." Friday, January 31, H-403, 1455 de Maisonneuve W., 1 - 4 p.m.

## Unclassified

### Music lessons and tutoring

Theory, composition and arrangements. English/French. Call Julien at 385-4446 or e-mail [valiquej@ere.umontreal.ca](mailto:valiquej@ere.umontreal.ca).

### For sale

NDG, two floors townhouse condo with terrace on each floor, fireplace, 2 bathrooms, indoor garage, 3 bedrooms. Asking \$175,000. Call 233-7382.

### For rent

Available now to February/March 1998. Large 5 1/2, main floor in triplex, in Mile End district (Parc and Beaubien). Furnished and appliances. Near Métro, bus routes and all amenities. Quiet neighbourhood with lots of families.

### For rent

\$390 (unheated) per month. Looking for responsible visiting scholar/professor or graduate student. Contact Pastor Eric Dyck at 844-6297, or [cn1215@svp.core-net.com](mailto:cn1215@svp.core-net.com).

### Recruiting

The Garnet Key Society is now recruiting for next year. Become an ambassador for Concordia University. Pass by our office, H-730-1, or phone 848-4828 for info.

### U.S. work permits

We can help Canadian citizens increase their chances of receiving U.S. work permits. Also, U.S. immigration and related business matters. B. Toben Associates (U.S. lawyers) 288-3896.

## Workshops

### Outright

A six-session workshop for gay men who wish to explore issues related to their sexual orientation. February 6 to March 20, 2 - 4 p.m. at Counselling and Development, 1455 de Maisonneuve W., EN-109. Call 848-3545.

### Concordia Women's Centre

A series of Thursday night workshops on self-knowledge and relationships. Must attend all six sessions and register in advance — places are limited. Starts February 6, 5:30 - 7:30 p.m. Call 848-7431.

### NSERC Workshop — Research Partnerships Program

Tuesday, February 11, 9:30 a.m. - noon, room GM-403-02. For info, or to reserve a place, call Nannette Plant at 848-4385, or [nplant@vax2.concordia.ca](mailto:nplant@vax2.concordia.ca)

### EAP Lunchtime Seminar

Controlling the Workload: Participants will learn to gain control and make changes in their lives through time management. They will learn new ideas on how to avoid procrastination, say No when they must, etc. February 11, 12:05 - 12:55 p.m., H-769, 1455 de Maisonneuve Blvd. W. Free. Call 848-3668 before February 6 to register.

### Centre for Teaching and Learning Services

(Faculty Development Workshop Series). Register at 848-2495

### 1. Women's Ways of Learning

Provides understanding of socially induced ways of learning. January 31, 9:30 a.m. - noon, H-760. Leaders: Mary Mar, Mary O'Malley (Learning Specialists).

### 2. Group Projects and Class Presentations

How to actively involve students in your courses and handle group problems. February 5, noon - 2 p.m., H-762. Leader: Michel Bergier (Marketing).

### 3. Using the Fictional Family in Teaching

How to use the technique whereby the student "lives" the subject of study. February 6, 9:30 a.m. - 11:30 a.m., AD-308. Leader: Judith Kalman (English).

### 4. Using the Web in Teaching

Using the Web to enhance teaching and learning. February 7, 1:30 - 3 p.m., H-521. Leaders: Rick Gurnsey (Psychology), Greg Garvey (Design), Sofène Tohar (ECE).

### 5. Improving Student Writing

Practical suggestions instructors in any discipline. February 11, 2 - 4 p.m., H-771. Leaders: Mary Mar, Mary O'Malley (Learning Specialists).

### 6. Using the Windows Help File System to Create Computer-Based Tutorials

Turn course notes into interactive, hypertext tutorials. February 12, 10 a.m. - noon, H-762. Leader: Roger Kenner (AV).

### 7. Enhancing Thinking Skills in Science Courses

February 13, 1:30 - 4:30 p.m., H-762. Leader: Calvin Kalman (Physics).

### 8. Reflecting on our Teaching: Four Lunchtime Discussions

February 10 (Autobiography), February 25 (Research on Teaching), March 12 (Student Feedback), March 25 (Colleagues/Peers), noon - 2 p.m., LB-533-6. Leaders: Heather MacKenzie, Ron Smith (CTLs).

### Library workshops

#### 1. How To Find Articles Using Canadian Database (60 min.)

February 4, 5 p.m., Vanier, VL-122  
February 8, 11 a.m., Webster, LB-212

#### 2. How To Find Articles Using CD-ROMs, Databases, and Indexes (75 min.)

February 3, 5 p.m., Webster, LB-212  
February 11, 5 p.m., Vanier, VL-122

#### 3. Lexis-Nexis: An Introduction (90 min.)

January 31, 5 p.m., Vanier, VL-122  
February 10, 5 p.m., Webster, LB-212

#### 4. Navigating the WEB with Netscape and Using Search Tools (90 min.)

February 7, 10:30 a.m., Vanier, VL-122

### Dissolving Blocks and Planting the Seeds of Change

A workshop for women offered by three psychotherapists; will include exercises in movement, therapeutic use of ritual, guided meditation, art making. February 9, 9 a.m. - 5 p.m. \$25-35. Info: Sophia Kelly, 369-4419.

### Siricon

L'enveloppe architecturale: diagnostics et remèdes. February 7. CEBQ members: \$175, others: \$225. Call 848-8770.



# Summary of the Federal Contractors' Programme Equity Achievement Report



## Introduction

The 1996 Federal Contractors' Programme Equity Achievement Report assesses employment equity initiatives undertaken at Concordia University between 1992 and 1996. It reviews the achievements made throughout those years and makes recommendations on how to increase the representation and nurture the careers of individuals in all of the four designated groups (persons with disabilities, aboriginal peoples, visible minorities and women) within the University workforce.

Overall, the University has made progress in achieving these goals originally identified in the 1991 *Employment Equity Work Plan* but recognizes that much remains to be done. The recommendations of the 1991 *Work Plan* have been revised in the context of the financial situation the University will be facing in the next three years. While the University recognizes that opportunities will exist for the renewal and diversification of its workforce, it can no longer expect to increase its staff and faculty complement, and, specifically with respect to staff positions, will have to deploy existing personnel before hiring external candidates. The recommendations in the Report reflect these constraints and focus on ways to maximize every opportunity to meet the Statistics Canada 1991 Census availability figures for qualified candidates.

## Organizational Change and Personnel Displacement:

The Report was undertaken amidst major organizational changes at the University, which were compounded by serious budget reductions. These cuts have had a serious effect on the workforce and have substantially reduced the number of new staff members that have been hired at all levels and in all categories of employment.

In the autumn of 1995, staff members were offered an Early Retirement Incentive Programme as one of the University's initiatives to permanently reduce its operating costs. 75 individuals opted for the programme and retired shortly after; a further 48 will retire over the next three years. Of these, 62 are men, 61 are women. A similar Faculty and Librarian Retirement Incentive Plan was offered in the Spring of 1996. 115 full-time faculty members — 95 men and 20 women — will retire over the next twelve months. This major reduction of our total workforce will likely affect its composition in terms of the four designated groups. As decisions are made to replace some of these positions, there will be an opportunity for the University to encourage the hiring of members from the four designated groups. However, at this time it is difficult to predict to what extent and in what manner replacements will be made.

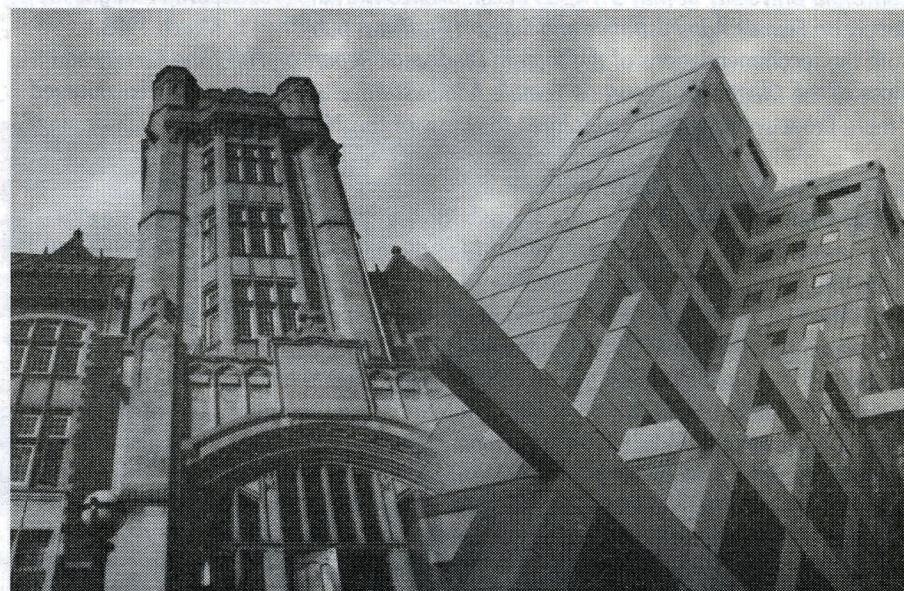
In 1994, the University also began an organizational review of its administrative services in an effort to streamline its operations. This has led to the elimination of some positions and the reassignment of displaced personnel to vacant positions that otherwise would have been opened to new hires. This measure, while ensuring job security for current employees, may limit the opportunity to change the composition of the workforce.

## Labour Relations and Employment Equity:

Concordia University is a highly unionized organization with fifteen unions and one staff association. While the University remains strongly committed to the principles of employment and salary equity, the terms and the conditions of the various collective agreements must prevail in decisions concerning the hiring and promotion of our staff and faculty.

## Quebec Pay Equity Legislation:

In December 1995, a draft bill on pay equity was tabled in the Quebec National Assembly. It is designed to end salary discrimination against women, particularly in cases where jobs held mostly by women pay less than comparable jobs held primarily by men. Under the proposed law, every company in Quebec with 10 or more employees would have from two to four years to put into place a pay equity plan that would provide for equal pay for men and women in comparable jobs. The Bill received a second reading on May 29, 1996, and became law in November. Implementation of a formal pay equity plan will have to be realized within nine years of the passing of the legislation.



## The History of Employment Equity Initiatives at Concordia University

The University's mission statement, adopted by the Board of Governors and Senate in 1991, reflects its commitment to ensure equity and workforce diversity from which must flow all strategic planning, decision-making and actions.

### The Office for Employment Equity and early initiatives

The Office for Employment Equity has been operating for the last nine years. Its mandate was to uphold, develop and implement Concordia's Employment Equity Policy in cooperation with the Consultative Committee on Employment Equity; to collect and analyze employment workforce data; to develop employment equity action plans in consultation with unions and other employee groups; to cooperate with various University bodies on the issue of employment equity, i.e. unions, the Office of the Rector, and others; to remain abreast of changes in the Federal Employment Equity Act; to monitor compliance with the *Federal Contractors' Work Plan* and update its goals as necessary. The recent reorganization of the Senior Management group has resulted in a change of reporting structure for several offices, including Employment Equity. Instead of reporting to the Rector, the Office now reports to the Secretary General. The reorganization has also led to the merging of the Office on the Status of Women with the Office of Employment Equity. The new unit is now called the Office for Equity Programmes; its structure and mandate will be redefined and established in the coming year.

Concordia's commitment to employment equity is also manifest in its strategic planning documents. In August 1992, the Office of Institutional Planning and Research released a document titled *Development of Hiring Policies Responsive to the Stated Mission of the University*. In June 1995, it also released a *Planning Compendium — a Review of Planning and Related Activities from 1989-1990 to 1994-1995*. The latter listed several University initiatives to promote the advancement of under-represented groups including *Employment Equity*, *Multiculturalism at Concordia*, *Native Education at Concordia*, *Task Force on Child Care Issues*, *Task Force on Lesbian and Gay Life at Concordia* and others. The *Concordia Employment Equity Policy*, approved by the Board of Governors in 1986, has been in force for the last 10 years. At that time, the policy had singled out women as the only designated group of employees. In the same year, the University also signed an agreement with the Quebec government to undertake the implementation of the "Programme d'accès à l'égalité" (PAE), in which, similarly, women were the only designated group.

In May 1989, the University took a census of its full-time faculty and permanent administrative and support staff. The objective of the census was to provide a snapshot of the employment status of female employees at Concordia at a given date and time. It also aimed to identify departments/areas where women as employees were under-represent-



ed, and to provide a baseline against which progress could be measured.

In terms of full-time faculty, the census found that the teaching staff of a vast majority of departments at Concordia was predominantly male (40 of 46 departments), and that women represented only 15.6 percent of tenured professors and 25 percent of probationary appointments. In addition, the average salary difference was more than \$8,000 per annum despite relatively comparable ages, seniority and number of years since the acquisition of a Ph.D.

In terms of administrative staff, the census divided results into six employment categories: Senior Administrators, Managers, Professionals, Technicians, Administrative Support Staff and Services and Trades. It was found that in the Administrative Support Staff category, women represented the vast majority of employees while the Professional category was gender-balanced; all other job categories, however, were mostly, or even exclusively, made up of men. The census also showed that in several categories there were salary differences that were not explainable by either age or experience.

In January 1991, Concordia released an *Interim Diagnostic Report on Full-Time Faculty at Concordia University at May 31, 1989* in compliance with the PAE Report. A *Diagnostic Report on Female Administrative and Support Staff* was published in March 1993.

Both the recommendations of the *Interim Diagnostic Report on Full-Time Faculty* and those of the *Diagnostic Report on Female Administrative and Support Staff* encouraged a more proactive approach and formed the basis of the *1991 Work Plan*.

#### Federal Contractors' Programme

In May 1988, Concordia University became a signatory of the Federal Contractors' Programme (FCP), committing the University to the implementation of an employment equity programme in accordance with the 11 criteria of the FCP.

Under the FCP, the University is required to determine the representation of the four designated groups — women, aboriginal peoples, visible minorities and persons with disabilities — in its workforce, and to identify and eliminate any employment barriers and discriminatory practices in their hiring, retention and promotion. In September 1990, the University conducted its first *Employment Equity Census* to measure the representation of the designated groups in its workforce.

A first compliance review document was submitted to the FCP in April 1991 and was followed by further documentation in June 1991. The University was formally notified of compliance in July 1991. In its *Work Plan*, the University determined its hiring goals by referencing 1994 as the target year when a representative workforce would be achieved. Specific goals were obtained from relevant *Census Canada Labour Force* data. The University committed to review all of its employment systems.

The FCP requires the University to adopt special measures to foster the hiring and retention of members of the designated groups, including the development of outreach recruitment and the inclusion of criteria for physical accessibility into all new construction and renovation projects. The *Employment Equity Policy* was revised in June 1993 to reflect the University's commitment to the FCP.

#### Joint Pay Equity Study Report:

In 1989, CUFA and the University Administration agreed to investigate the issue of pay equity and to begin correcting gender-related salary differentials that were shown to exist among full-time tenured and tenure-track faculty members and professional librarians. The upshot of this study was that female faculty members in all Faculties, as well as professional librarians, received substantial salary increases.

#### Job Evaluation Programme (JEP):

In 1990, the University implemented the Job Evaluation Programme (JEP), which included the objective of developing an evaluation system free of gender bias. A follow-up survey in 1992 indicated that JEP had decreased wage disparity between male and female employees *who held similar positions*.

#### The Employment Equity Work Plan

Seven objectives were identified in the *Employment Equity Work Plan*. Individuals within key areas were given the responsibility for implementing those objectives that came under their particular jurisdiction.

The objectives of the *Employment Equity Work Plan* were as follows:

- Objective I:** To educate, sensitize, and inform members of the University community about employment equity issues and to involve them in the implementation of the *Employment Equity Work Plan*.
- Objective II:** To eliminate or modify employment policies or practices that may have a discriminatory effect on designated group members.
- Objective III:** To increase the number of designated group members in the occupational categories in which they are under-represented.
- Objective IV:** To provide a supportive, safe and secure work environment for designated group members, in relation to objective V.
- Objective V:** To encourage the promotion and upward mobility of designated group members by identifying, enhancing and utilizing their skills and potential.
- Objective VI:** To actively monitor, evaluate and modify the *Employment Equity Policy*, the *Work Plan*, and the numerical goals.
- Objective VII:** To ensure that written and visual communication is free of gender and racial bias.

## 1996 Compliance Report

### Assessment of progress since the 1991 Work Plan

#### Assessment of progress made under Objective I:

Although articles were included over the years in the *Concordia Thursday Report* as a means of increasing awareness of employment equity within the University, a formal communications strategy was never developed. The Employment Equity Coordinator had also proposed to make presentations to Deans, Directors, Unit Heads and Chairs. However, while many such presentations were made, a formal schedule was not developed nor was a follow-up plan established. Further, the Employment Equity Policy was not published in the *Concordia Thursday Report* twice yearly as had been proposed in the *1991 Work Plan*. The latter underwent revisions and a new policy was adopted by the Board of Governors in June 1993. This revised policy was published in the *Concordia Thursday Report* in October 1996.

#### Assessment of progress made under Objective II:

The *1991 Work Plan* recommended that a complete review of university-wide employment systems, including policies, procedures and practices that may have an adverse impact on members of designated groups, be undertaken. While a comprehensive review was not conducted, several practices were modified.

A guide was to have been published for faculty and unit employment systems reviews based on the aforementioned review but was not published. Nor was a faculty and unit employment systems review undertaken.

The Employment Equity Office was to have gathered information on promotion, tenure and workload with respect to fairness and equity for faculty. While promotion, tenure and workload information was collected for other institutional planning purposes, a specific analysis with respect to fairness and equity for the four designated groups was not done.

A copy of the *Interim Diagnostic Report on Full-Time Faculty at Concordia University at May 31, 1989* was appended to the *1991 Work Plan*. Following publication of the report, salary adjustments were made to the salary of several female faculty members. The report acknowledged the need to monitor and re-examine the male-female salary distribution every five years. A similar exercise was to have been completed on May 31, 1995, but has not yet taken place.

The Employment Equity clauses were to have been negotiated into collective agreements, along with the removal of any inequities or barriers to the implementation of employment equity. There are still no non-discrimination or employment equity clauses in the Trades and Services Workers collective agreements at Concordia. The collective agreements covering Office/Clerical/Technical positions have non-discrimination clauses but no employment equity clauses. The collective agreement covering part-time faculty at Concordia has no employment equity clause.

The Concordia University Faculty Association represents the University's more than 700 full-time faculty members. Its 1991 collective agreement created the Joint Employment Equity Committee (JEEC) to monitor the hiring process and to ensure that female candidates received equal opportunities for full-time probationary appointments, thereby meeting the availability of suitable candidates as determined by Statistics Canada. In 1991, women held 17.5 percent of the full-time faculty positions; in 1996, five years after JEEC has been in place, women now hold 28.9 percent of all full-time faculty positions. A statement to appear on job advertisements indicating Concordia's commitment to Employment Equity for the four designated groups was developed and is used for all jobs advertised by the University both internally and externally. The workshops on fair hiring practices and pro-active recruitment, however, were not developed.

Employment Services examines the Job Profile and Narrative Description for graded positions and collective agreements for the Trades whenever a Job Vacancy Notice is being prepared, to ensure that job descriptions and stipulated job qualifications do not have an adverse impact for members of designated groups.

In terms of researching and developing a list of resources for outreach recruitment for the four designated groups, the University contacted different associations for persons with disabilities to fill positions; a number of native groups were also contacted and positions advertised through them exclusively. In addition, the Employment Services unit of the Human Resources Department has taken an active role in work study programmes offered by different Montreal-region School Boards, many of which are offered to new immigrants. Nevertheless, our applicant tracking indicates that despite the various outreach measures taken to date, more efforts are still required to attract applicants from the four designated groups, especially aboriginal and disabled persons, to the University.

#### Assessment of progress made under Objective III:

The ultimate goal of the Employment Equity Programme is to make sure that people from the four designated groups have equal opportunities in the workforce.

The analysis of the Concordia workforce is covered in 17 pages of text and tables in the original report that was sent to the Federal Contractors' Programme Administration. Although it is difficult to do justice to the extent of this information in such short a space, this Summary will attempt to provide the main points of analysis.

Under the National Occupational Classification system, Statistics Canada divides the



National, Provincial and Municipal workforce into 13 categories :

- Senior Managers
- Middle and Other Managers
- Professional (includes Faculty positions)
- Semi-Professionals and Technicians
- Supervisors Clerical, Sales and Services
- Administrative and Senior Clerical Workers
- Supervisors Manufacturing, Processing, Trades and Primary Industries
- Skilled Crafts and Trades Workers
- Clerical Workers
- Sales and Services (Skill level C)
- Semi-Skilled Manual Workers
- Sales and Services (Skill level D)
- Other Manual Workers

**Representation of designated groups in the permanent workforce at Concordia with respect to Municipal, Provincial and National availability:**

Women are under-represented at Concordia in the following categories in comparison with the qualified labour force :

- Senior Managers
- Professionals
- Semi-Professionals and Technicians
- Supervisors Manufacturing, Processing, Trades and Primary Industries
- Skilled Crafts and Trades Workers
- Sales and Service Workers (Skill levels C and D)
- Semi-Skilled Manual Workers
- Other Manual Workers

Aboriginal peoples and persons with disabilities are under-represented in all occupational categories in comparison with the available qualified labour force.

Visible minorities are under-represented in the following occupational categories:

- Senior Managers
- Middle and Other Managers
- Skilled Crafts and Trades Workers
- Sales and Services Workers (Skill level C)
- Semi-Skilled Manual Workers
- Sales and Services Workers (Skill level D)
- Other Manual Workers

Since 1991, there has been considerable progress in the hiring of women faculty. Between 1991 and 1996, the number of women in the rank of full-time faculty rose from 17.5 percent to 28.9 percent. Conversely, the other objectives set out in the University's 1991 Work Plan have not been achieved.

**Assessment of progress made under Objective IV:**

Concordia University offers many advantages to its employees with the provision of policies on Study Leave, Parental Leave, Occasional Time Off, Leave without Pay, and the Deferred Salary Leave Plan. Other initiatives, such as the policies on Sexual Harassment, the guidelines concerning HIV/AIDS, the task forces on Child Care Issues, on Multiculturalism and on Gay and Lesbian Life at Concordia, the Employee Assistance Programme, Legal Information and Health Services, Counselling & Development, the Personal Safety Audit, the Ombuds Office, the Faculty Teaching Development Programme, the Simone de Beauvoir Institute, the Office on the Status of Women, the Women's Centre and the Centre for Native Education, have all contributed, directly or indirectly, to the enhancement of the work environment at the University.

All of the goals identified under Objective IV in the 1991 Work Plan were met. These included the establishment of an Office on the Status of Women, a University Status of Women Committee, a Women's Centre, a Task Force on Multiculturalism, as well as the appointment of a Sexual Harassment Officer and the review and publication of the Sexual Harassment policy.

**Assessment of progress made under Objective V:**

The focus of this objective is to support employees who are members of designated groups by developing procedures to ensure their upward mobility and to enhance and utilize their skills and potentials. It requires the establishment of mechanisms to guarantee that all employees have equal access to vacant positions open for internal applications and that measures are put into place for skill training and development, and career counselling.

The 1991 Work Plan proposed the development of training programmes in the areas where members of designated groups are under-represented, the development of goals for the training and promotion of designated group employees, and the development of training workshops on multiculturalism, on integrating the employee with disabilities into the workplace, and on integrating women in the trades. These measures have not been implemented. Measures to encourage members of designated groups to participate in training and career development programmes have also not been taken.

**Assessment of progress made under Objective VI:**

An important element of the *University Work Plan* is the increase in numbers of members of the designated groups in the University workforce. This increase serves as evidence that the University is achieving its Employment Equity goals. Therefore, an annual update of the employment equity statistics is essential. Such updates were not compiled between 1991 and 1996.

**Assessment of progress made under Objective VII:**

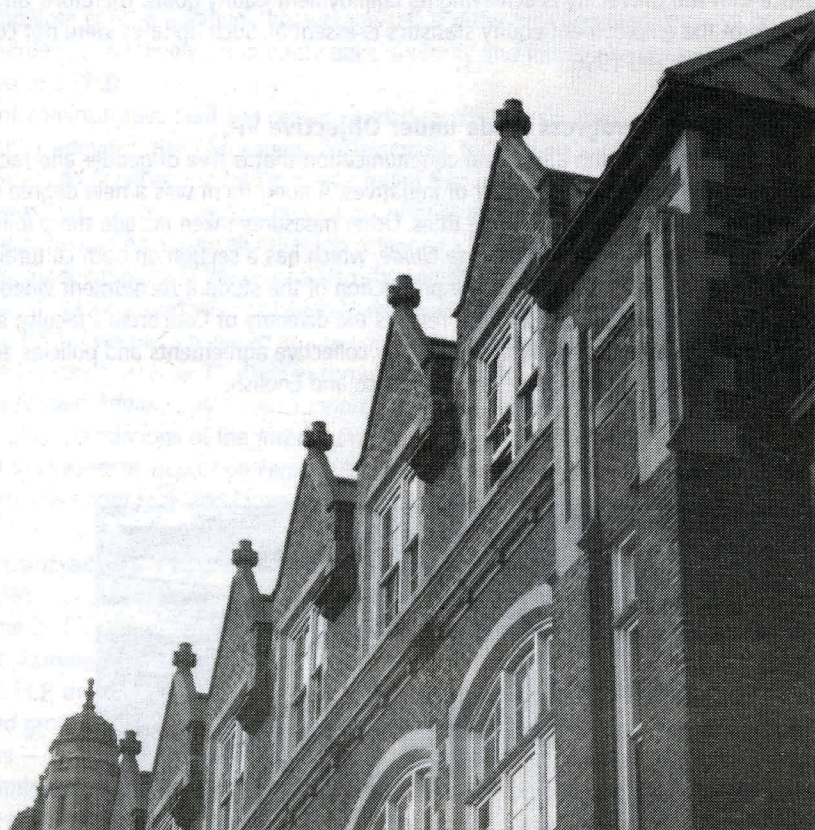
To help promote written and visual communication that is free of gender and racial bias, the University instituted a number of initiatives. Among them was a new degree nomenclature with gender-neutral degree titles. Other measures taken include the publication of *Concordia's Thursday Report Style Guide*, which has a section on both cultural groups and on non-sexist language, and the production of the student recruitment video *Real Education for the Real World*, which reflects the diversity of Concordia's faculty, staff and student population. In addition, all new collective agreements and policies are written in gender-neutral language in both French and English.



**Recommendations for Future Implementation**

1. Employment equity seminars and workshops on diversity in the workplace will be provided. Public lectures on employment and educational equity issues will be encouraged and funded. Equity awareness will be included in management training plans.
2. A communication strategy, which will strengthen participation in equity activities so that all concerned parties will accept ownership of the equity plan, will be developed and implemented.
3. An advisory board (or boards) to the Rector's Cabinet will be established with representatives of bargaining units and the Administration to continually reassess and update the *Employment Equity Work Plan*.
4. The Office for Equity Programmes will participate in the current restructuring of the Concordia Human Resources environment, which will include a full review of the University's Employment Systems for Employment Equity.
5. Negotiation teams will consult the Office for Equity Programmes when negotiating renewal agreements so that equity clauses will be included in each collective agreement.
6. Departmental action plans, with respect to recruiting and selection practices for academic and support staff, will be revised or developed for the four designated groups, taking into account the directions emanating from the academic planning process and the current administrative restructuring initiatives.
7. In the future, the mandate of the Joint Employment Equity Committee (JEEC) for faculty hiring will be expanded to comment on all aspects of the action plans, and will now include the other designated groups and the recruiting process.





8. A structure similar to the JEEC will be established to oversee the recruiting and selection processes for staff.
9. Outreach efforts will be expanded.
10. An analysis of information on promotion, tenure and workload, with respect to fairness and equity for the four designated groups will be carried out in the immediate future.
11. A re-examination of male/female salary distribution among full time, on-going tenured and tenure-track faculty members and professional librarians will be carried out so as to update the Spring 1989 study.
12. The numerical goals of the 1991 Work Plan will be adapted to the new reality of our current and projected financial situation in the University, as well as to the existing constraints imposed by our collective agreements.
13. The development of new action plans for the recruitment and selection of academic and staff positions will include goals to meet availability numbers for all occupational categories.
14. As a significant number of vacated positions will be filled by internal candidates, strategies to identify and help promote the career paths of members of the four

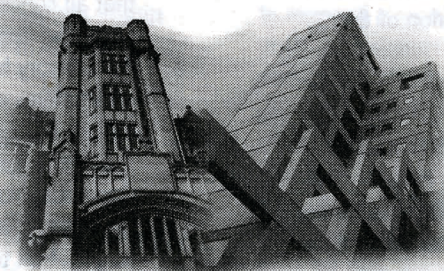
designated groups within the University will be instituted.

15. Deans, Chairs and Department Heads will be held accountable for achieving the employment equity goals set in the departmental action plans, assisted by the new Human Resources structure and the Office for Equity Programmes.
16. Steps will be taken to augment the representation of designated group members in all the occupational categories where they are under-represented in comparison to the available qualified work force. Particular areas of emphasis will be:
  - The University's Senior Administration, which consists of 11 positions, including those of Rector, Vice Rectors, the Secretary General, the Chief Financial Officer and the Faculty Deans for all designated groups;
  - Non-faculty women in the Professional group;
  - Women in the Semi-Professional and Technicians group;
  - Women in the Supervisors Manufacturing, Processing, Trades and Primary Industries;
  - All designated groups for Skilled Crafts and Trades Workers, Semi-Skilled Manual Workers, Sales and Services Workers (Skill level D);
  - Persons with disabilities and aboriginal peoples throughout all of the occupational categories;
  - Visible minorities in Middle and Other Managers and in Supervisors, Clerical, Sales and Services categories.
17. A Strategic Institutional Training Programme is being developed in the University for all staff and faculty. The proposal is due for consideration by the Office of the Rector before May 31, 1997. It is intended that the Programme will be implemented in September 1997. Components of the programme will include the development of goals for the training and promotion of designated group employees; the development of training workshops on multiculturalism, and on integrating the employee with disabilities and women in the trades; and the removal of barriers that would prevent the participation of members of designated groups in the training and career development programmes.
18. A Plan of Action emanating from this Report will be monitored by the Office of the Rector as an ongoing agenda item. The Report has been ratified by the Office of the Rector and its recommendations will be dispersed to the various responsible units for implementation. A major component of the mandate of the Office for Equity Programmes will be to participate in and to facilitate the implementation of these recommendations with the support and guidance of the Office of the Rector.

**Special thanks are due to the many people who assisted us at various stages of the research and writing of this Report. A particularly meritorious contribution was made by Mike Leduc and Wendy Hedrich from Computing Services who produced the workforce data analysis. The authors gratefully acknowledge the many contributions of the people in the University who work tirelessly to advance inclusivity and equity.**

Nicole Saltiel  
Director, Equity Programmes

Garry Milton  
Executive Assistant to the Rector



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